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FOOD STAMP PROGRAM OPERATIONS STUDY

REPORT ON CENSUS OF STATE OPERATIONS:
QUALITY CONTROL SYSTEMS

FINAL REPORT

February 1987

Prepared for:

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ACKNOWLEDGEMENTS

This report was prepared by Abt Associates Inc., subcontractor to Mathematica Policy Research under Contract No. 53-3198-5-51 from the U.S. Department of Agriculture, Food and Nutrition Service, Office of Analysis and Evaluation.

This report represents a team effort in which a number of individuals made important contributions in addition to the authors. In particular, we want to recognize the contribution to the project of Boyd Kowal, the project officer, as well as Jill Herndon and Christine Kissmer of the Food and Nutrition Service. The state census interviews were conducted by Cathy Casserly and Julie Daft under the direction of Linda Wray. Margo Ross edited the report and Marsha Strother prepared the manuscript.

Finally, we are most grateful for the cooperation of those state officials and staff who provided information on quality control in their states and shared their substantial knowledge with us.

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EXECUTIVE SUMMARY

This report describes the results of a series of interviews concerning Quality Control (QC) systems used by Food Stamp Agencies conducted as part of the first phase of the Food Stamp Program Operations Study (FSPOS). Other topics covered in this first phase of the study are: automated certification, claims collection, computer matching, monthly reporting, and job search activities. The results of the interviews in these five other topic areas are presented in companion reports.

The purpose of the State census of QC systems is to provide information about selected aspects of the QC systems currently in operation in all 50 States, the District of Columbia, the Virgin Islands, and Guam. Specifically, the objectives of the State census were to:

1. Identify the costs of QC systems.
2. Examine the composition of system costs (e.g., specific costs elements, QC reviewer characteristics, effect of case characteristics).
3. Identify State efforts to supplement the basic QC system, including additional reviews and/or the collection of more information on selected cases.
4. Examine ways in which States analyze and use data from the QC system.
5. Examine three specific operational aspects of the QC system: local office notification and preparation, responsibility for error determination, and the States re-review process.

The information needed to meet these research objectives was collected during June and July 1986 by means of telephone interviews with staff responsible for the QC system.

The major findings of this survey are as follows:

The median cost of conducting a QC review was found to be about \$479.

Of the total, more than 80 percent (\$401) is associated with the cost of personnel. This amount can be further broken down into 65 percent for QC reviewers (\$240), 9 percent for the staff who draw the samples and analyze the QC data (\$33), 17 percent for supervisory personnel (\$63),

6 percent for clerical and data entry staff (\$24), and 3 percent for other professionals (e.g., legal services, administrative assistants). The remaining 12 percent of the total (\$53) covers various nonpersonnel costs, including travel (\$14), data processing (\$15), and "other" (\$24) (which consists of the cost of general overhead expenses, e.g., rent, utilities, telephone, supplies, legal fees, conferences, word processing, and audit services).

A median of about 12 hours of staff time are necessary to complete a QC review. Of this time, about 2.4 hours would be spent on travel, about 2 hours would be required to write up the review report, and another 2 hours to conduct the desk review. Slightly more than 1 hour would be needed to either determine if there is a case error, or to conduct any interviews. Revised benefit computations, on average, take less than 45 minutes.

The amount of reviewer time spent to conduct a QC review may, however, vary from the norm depending on various characteristics of the sample case (household size, receipt of earnings, etc.). Factors States cited as causing an increase in the time required to complete a QC review included finding an error (81% of the States), presence of earnings (77%), households located far from the local food stamp office (53%), if the case originated in a remote local office (43%), presence of unearned income (40%), and other factors (50%), including uncooperative clients and/or collateral contacts and problems in locating the household if they have moved.

With regard to the types of people selected as QC reviewers, 91 percent of the States indicated that they typically hired people who had previously held the positions of eligibility worker or eligibility worker supervisor. These individuals spent a median of 5 years in their prior positions. Fifty-one percent of the States had QC reviewers who were generally 4 year college graduates, in 32 percent of the States the reviewers had attended some college, and in only 13 percent of the States the reviewers were high school graduates with no further education.

The average salary for a food stamp QC reviewer varies substantially, from a low of \$12,812 to a high of \$36,954.

A median of 12 full-time equivalent (FTE) reviewers are available in each State to perform food stamp QC reviews. The median number of reviews conducted annually per FTE is 96, but ranges from 37.5 to 446.

The use of an integrated QC review process appears to be associated with both greater workloads and lower costs. A median of 126 QC reviews are conducted per reviewer FTE in States with integrated reviews, as compared with a median of 79 reviews per FTE in States that perform separate food stamp reviews. Consistent with this finding, States with integrated reviews also were more likely to report lower personnel costs per review.

States appear to have taken the opportunity to "piggy-back" other data collection activities on to the basic QC review system. Of the 53 State agencies included in this study, 25 (47 percent) regularly obtained such supplementary data. In all but three States, the additional information is obtained for all cases selected for inclusion in QC sample. The types of information collected are fairly broad in nature. Thirteen States supplement the review process by collecting additional demographic information about the household. Of these, eight States identify whether the household is subject to the requirements of monthly reporting, six collect information regarding the household's welfare participation history, six include information dealing with employment experience, four identify the individual caseworker responsible for the original eligibility determination, three collect data on heating arrangements or utility use (including an ongoing fuel survey), and six collect other types of information (including shelter costs, child support payments, information on students who may be living in the household, and the identity of the supervisor of the assigned eligibility worker).

Similarly, some States have expanded the size of the required QC sample:

-- Four States expanded the basic QC review process and reported the results to FNS, largely to increase the precision of their estimated error rates and to better analyze the causes of food stamp errors.

-- Six States conducted extra reviews using the same procedures as the basic QC process but did not report these data to FNS. The data generally were used to identify and correct program errors and to improve their ability to evaluate the causes of error. The size of the supplementary sample ranged from 35 to 4,800.

-- Eighteen States reported conducting additional management reviews but restricted the process to a desk audit of the case files. The size of these additional samples ranged from less than 100 to 20,000. The reasons why States conduct these management reviews include: the need to obtain additional data to permit an analysis of either the nature and causes of errors (10 States) or of error by individual local offices (11 States); to measure the performance of individual eligibility workers (6 States); to increase the precision of estimates of error rates (4 States); and to meet special management needs for program information (3 States).

Once the QC data are collected, States conduct various types of analyses using this information. Two types of analyses appear to be relatively prevalent among the States: those that identify error-prone categories of cases and those that identify error-prone offices. Both types of analyses are conducted routinely in 71 percent of the States. It also appears that the normal QC review data are frequently used to describe the food stamp caseload. Eighty-two percent of the States indicated that this descriptive analysis is conducted either routinely or on occasion.

Seventy-one percent of the States reported using the FNS-provided software to analyze the QC data. In addition, in those States where it is being used, 86 percent use it to carry out error-prone analysis.

Before conducting the review, State QC reviewers need to obtain the sampled case records from the local Food Stamp Agencies (FSA's). Of the States that responded (51 of the 53 census States), 90 percent said they gave the local office some type of notification. Most often (87 percent of the States), the State QC reviewers sample identified which local cases were subject to review. Sixty-three percent of the States request that selected QC review case

files be mailed to them. A significant proportion of States, 54 percent, inform the local office of the date when the review will take place.

The respondents were asked to describe who is involved in making the initial determination of error. Twenty States indicated that other individuals, along with the QC reviewer, were involved in the error determination process. In all but one of these States, the reviewer's supervisor plays a role in determining whether the case is in error. In eight of these States, only the reviewer and the supervisor are involved. In three States, these two individuals are assisted by a policy specialist. In one State, the policy specialist works with the QC reviewer exclusively to determine case error. In the eight remaining States, a greater number of individuals play a role in determining case error. These include some combination of the reviewer, the reviewer's supervisor, a policy specialist, other reviewers, and other food stamp personnel who vary from State to State.

Finally, States were asked whether they conducted any re-reviews of the initial case determinations, and to specify the cases subject to these reviews. All States were found to conduct some type of internal re-review of their QC sample cases. In fact, 29 States perform a re-review of all the cases subject to the QC review. Another 20 States re-review only those cases that have been initially determined to contain an error. Ten States conduct internal reviews of a random sample of each QC reviewer's cases. States estimated that the amount of time required to complete the re-reviews ranged between 6 minutes and 8 hours. The wide variation of these estimates is due, at least in part, to whether the estimate is for a case with an error, without an error, or if it is an average of both types of cases.

As noted above, these data were collected by means of a telephone survey. Accordingly, much of the information comprised simple estimates provided by the individual respondents. Particularly problematic were the questions dealing with costs and the time required to conduct the actual QC reviews.

I. INTRODUCTION

This report describes the results of a series of interviews concerning Quality Control (QC) systems used by Food Stamp Agencies. The interviews were conducted as part of the first phase of the Food Stamp Program Operations Study (FSPOS), which is being conducted by Mathematica Policy Research, Inc. under contract to the Food and Nutrition Service of the U.S. Department of Agriculture, with assistance from Abt Associates Inc. and The Urban Institute as subcontractors. Other topics covered in this first phase of the study, referred to in this report as the "census" of State agencies, are: automated certification, claims collection, computer matching, monthly reporting, and job search activities. The results of the census interviews in these five other topic areas are presented in companion reports.

The purpose of the State census of QC systems is to provide information about selected aspects of the QC systems currently in operation in all 50 States, the District of Columbia, the Virgin Islands, and Guam. Because of limitations imposed by the use of a telephone survey (see discussion below) and concern for the burden imposed on State agency staff, data could not be collected to answer all of the questions that have been raised regarding State efforts in this area. Specifically, the objectives of the State census were to:

1. identify the costs of QC Systems.
2. examine the composition of system costs (e.g., specific costs elements, QC reviewer characteristics, effect of case characteristics);
3. identify State efforts to supplement the basic QC system, including additional reviews and/or the collection of more information on selected cases;
4. examine ways in which States analyze and use data from the QC system; and
5. examine three specific operational aspects of the QC system: local office notification and preparation, responsibility for error determination, and the States re-

The information needed to meet these research objectives was collected during June and July 1986 by means of telephone interviews with State agency staff responsible for the QC system.

The following four sections of part I of this report describe: the food stamp QC system, how the interviews were conducted, the limitations of the census data, and the organization of the remainder of the report.

A. THE FOOD STAMP QC SYSTEM

The Food Stamp Program, administered by the Food and Nutrition Service (FNS) of the U.S. Department of Agriculture, provides financial assistance to needy families to help them buy food. A household's eligibility for the program and the level of benefits it may receive depend on criteria such as the number of people in the household, their earned and unearned income, their financial assets, and a variety of other factors. Acting under FNS regulations, State and county welfare departments operate local offices that are responsible for determining households' eligibility and benefit entitlement.

To ensure that this process results in correct decisions--i.e., that benefits go to eligible households in the correct amounts--FNS and the States operate a QC system. The QC system takes a "snap-shot" of the benefits delivered in each State each year based on a monthly sample of cases. An extensive review of this sample determines whether each case was eligible to receive benefits in the selected month, and, if so, whether it received the correct amount of benefits. Based on these reviews, several "error rates" are computed for each State. The payment error rate is an estimate of the percentage of total food stamp benefits that were given to ineligible households or given in excess of the correct amount. The underissuance error rate estimates the percentage of total food stamp benefits that were paid below the amount an eligible household should have received. Caseload error rates estimate the percentage of cases in a State that contain an error. Each of these rates may be used as a summary statistic to describe States' performance in delivering benefits accurately.

The QC system is designed to: (1) identify faults in program administration that contribute to erroneous payments and (2) reduce the extent of misspent benefit dollars. To accomplish these goals, the system measures the extent and dollar value of "errors," and identifies the types and causes of error.

The information collected by the QC system is then used for several purposes. FNS and the States have analyzed the data to identify types of cases that seem particularly difficult to administer or local offices that may have unacceptably high error rates. This information can serve as a basis for corrective action plans that seek to reduce or eliminate errors. In addition, error rates have been treated as performance measures, and FNS has encouraged States with high error rates to tighten their administrative practices.

Although the QC system has evolved over a period of about 15 years, recent concern has resulted in legislation that has sought to strengthen the ability of States to detect and prevent errors in determining applicant eligibility. The Food Stamp and Commodity Distribution Amendments of 1981 required monthly reporting to improve States' abilities to verify participant-reported information, and to detect and prevent issuance errors. The Deficit Reduction Act of 1984 required state agencies administering food stamp and other assistance programs to develop an income and eligibility system based on an exchange of wage and benefit information between Federal programs. Other legislation formalized a liability system in which States with high error rates could suffer fiscal penalties. The Food Stamp Act Amendments of 1980 held States financially responsible for overissuances exceeding established target error rates. The Food Stamp Act Amendments of 1982 revised this error rate sanction system and provided States with enhanced funding, under certain conditions, for having error rates below a specified target. Finally, the Food Security Act of 1985 requires FNS to suspend the application of these sanctions to conduct a comprehensive examination of the QC system, including an analysis by the National Academy of Sciences.

In spite of such legislative and related administrative measures, substantial amounts of over- and underissuances continue to occur. Food and Nutrition Service data for FY 1984 indicate that States' error rates have improved but, because of increases in total program outlays, annual overpayment errors

still account for losses of about \$900 million (an error rate of about 8.4 percent). As a result, the QC system continues to be a major focus of policy interest.

State quality control staff operate the QC system under Federal instructions and guidelines. The process consists of five stages of work (see figure I.1 for an example of a typical QC process).

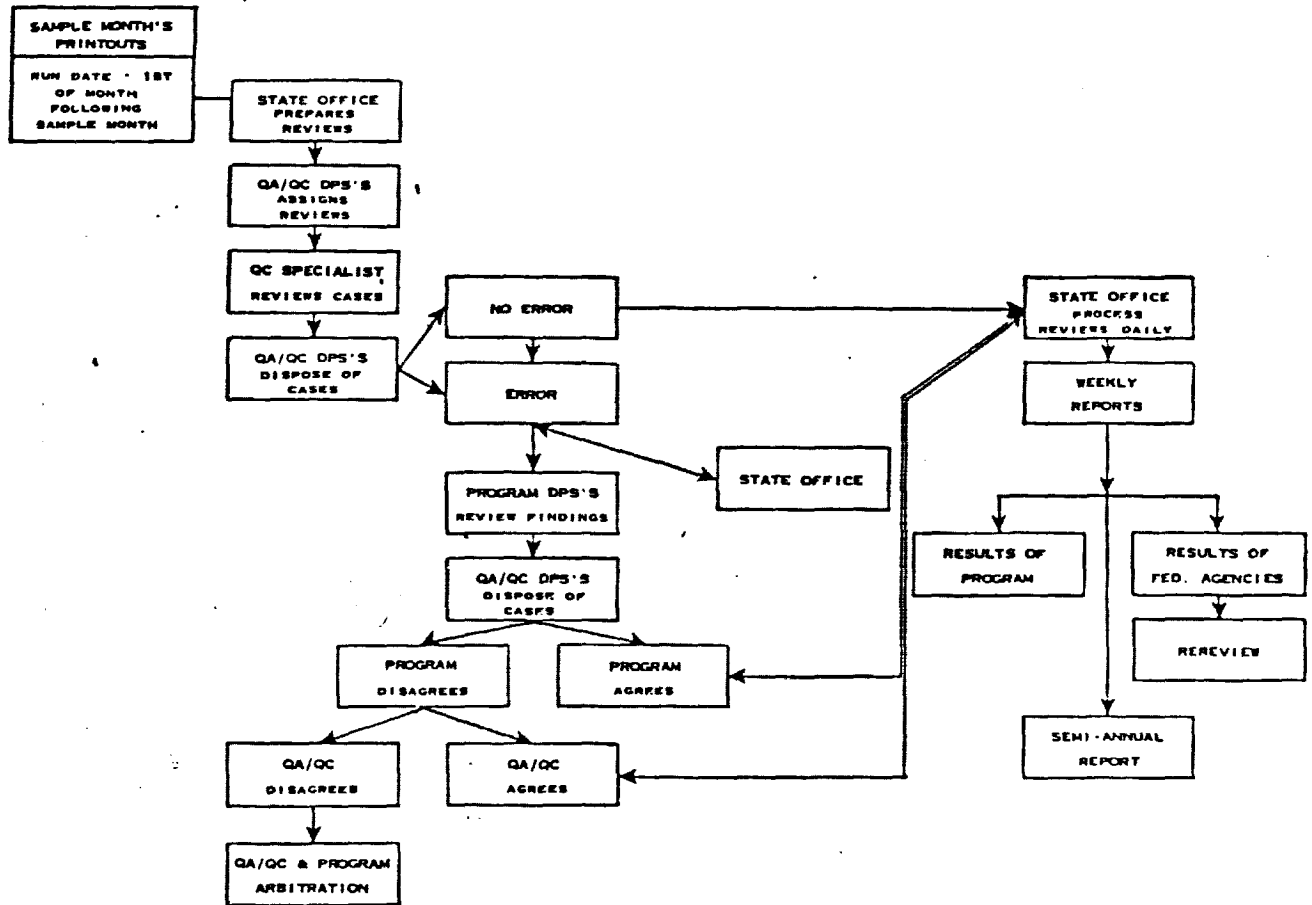
1. Design. Federal regulations allow States to make certain decisions regarding the design of the QC process. These decisions comprise determining the size of the QC sample and the method for allocating and choosing the sample to be reviewed.
2. Review. This stage involves selecting actual cases, assigning cases to reviewers, conducting necessary field work to assess the validity of participant-reported information and agency actions, recording results, and internal supervisory reviewing.
3. QC Data Compilation. The State agency collects reviewers' case data and recorded results, and manipulates these data to aggregate rates of various types of errors.
4. QC Data Analysis. States analyze the QC data as part of their overall evaluation efforts to identify sources of deficiencies and to define corrective actions.
5. Federal Review. States must ultimately report data to their FNS regional office. Federal personnel then conduct a re-review of a sample of State QC cases to verify the accuracy of State-reported findings.

The five stages of the QC process are discussed in more detail in the following sections.

System Design

Regardless of some variations among States, the process of designing and selecting the QC samples consists of four major tasks. First, the state agency unit responsible for developing the QC sample must estimate the size of the state's caseload (average monthly active caseload and average monthly negative actions) over the review period, as a basis for determining the sampling intervals necessary to yield the desired sample size. Ongoing forecasting of caseload trends may be used during the course of a review period to update estimates of the sampling yield and to adjust sampling

FIGURE I. 1
EXAMPLE OF THE QC REVIEW PROCESS



Source: State of South Dakota

intervals. Second, decisions must be made about stratification and sampling rates for different categories of the caseload. For instance, samples may be allocated between AFDC/food stamp and non-AFDC/food stamp households where the integrated QC system is used, or the caseload may be stratified even more finely to ensure desired sample sizes for subgroups of the non-AFDC/food stamp households. Third, accurate sample frames must be established each month for active households and negative actions. This process entails analyzing both eligible case files and negative actions to exclude certain categories of households (e.g., eligible but nonparticipating households under fraud investigation or households closed due to expiration of the certification period). From the two final sample frames, the state agency applies the predefined sample strata and sampling rates to select the sample, and forwards the sample lists to the QC review unit. Samples are selected monthly at rates that are expected to yield the desired annual sample sizes.

Under recent Federal regulations, minimum sample sizes have been reduced. Thus, for instance, the largest States are now obligated to review a total of only 1,200 cases a year (rather than every 6 months, as had been the case earlier), as long as they agree not to contest their error rates based on inadequate sampling precision. In some instances, this reduction in sample size may be motivated simply by a desire to reduce the administrative cost of the review process--an option that may be particularly attractive in States that have very low error rates and have confidence that smaller samples will continue to provide evidence of low error rates. In other States, the decision to take advantage of lower sampling requirements may reflect the position that resources for reviews can be better spent on other efforts that could be more cost efficient in reducing errors. For example, reviewers may examine a supplemental sample of case files (without household interviews or collateral contacts). This supplemental sample allows error rate results to be obtained for individual offices and helps pinpoint administrative problems that lead to agency errors at the local level.

With regard to sample stratification, an important factor that can influence the decision of a state to stratify its food stamp participants for sample selection is whether the state draws an integrated QC sample. For instance, some States conduct joint AFDC, Medicaid, and Food Stamp Program QC reviews for cases that receive these types of assistance. Since in most States a considerably higher percentage of AFDC recipients also receive food stamps than visa versa, a sample of AFDC/food stamp households can satisfy a high percentage of the AFDC QC sample requirements. Thus, to gain the efficiencies of combining both reviews into one review process, a state can stratify its food stamp population, and sample at differential rates for AFDC/food stamp households and non-AFDC food stamp households to ensure that non-AFDC food stamp households are adequately represented. The stratification strategy chosen may also reflect a state's emphasis on using QC results and analyzing QC data to develop corrective action strategies. When cases are selected at different rates from different strata of the caseload, the review results from each stratum must be weighted to arrive at a correct error rate for the caseload as a whole.

The Review Process

Sampled cases for review are assigned monthly to QC reviewers, who may work out of a central state location or out of dispersed district or area offices. Reviewers assemble material from the Local Food Stamp Agency (LFSA) eligibility files, conduct interviews with households, and gather corroborative information from collateral sources (e.g., employers). Information on the characteristics and circumstances of the household, as well as data that identify QC variances or errors and the dollar amount of the variances, are coded onto FNS-prescribed schedules. Coded household QC schedules then pass through a review process themselves to ensure that they are correctly coded, that they accurately reflect QC and food stamp policy, and that they are accompanied by adequate documentation. In a typical state, such review is likely to be performed by the direct supervisors of QC reviewers, and may be repeated by QC intermediate-level managers. At the central state office level, a final review of error cases is usually conducted. Throughout this series of direct reviews and subsequent re-reviews, hard copy files of QC schedules and documentation often move from office to office, and must be tracked to monitor productivity and protect against the loss of sampled cases and their data.

Cases identified by the review process as containing errors are often sent back to the LFSA, whose staff are allowed to comment on the error findings. Specifically, LFSA staff identify any information on the household not considered by the reviewer or included in the documentation that may refute the error finding. Such counter-arguments by LFSA staff are considered in final state-level decisions about whether an error was made by either the agency or the household. The QC schedules containing the final findings are then prepared for data entry, compilation, and analysis.

Two types of variation between States in terms of the scrutiny of QC case results following the initial review should be noted. First, the number of supervisory reviews and their thoroughness may vary. At a minimum, supervisors examine case results their reviewers prepare. In some States, the supervisors' superiors, who may be area QC managers, may also check each review.

The second variation concerns what occurs at the state level. Normally, States conduct a central office review of cases that contain errors and cases that have been dropped from the review sample. In some States, the QC office alone may conduct the central office review using an individual or small review committee. In other States, a broader administrative review committee may be formed, with membership extending outside the QC unit to include representatives from other parts of the Food Stamp Agency, such as the policy office, the corrective action office, the research and analysis group, and the food stamp field operations section. Such broader participation in examining error cases can be viewed as a vehicle for: (1) ensuring that QC results accurately reflect both QC and food stamp policies; (2) providing direct feedback to the QC unit when policy is misinterpreted; and (3) helping to identify the types of policy or procedural changes that could be used as corrective actions.

Compilation of QC Results

The state office enters the QC data into a computer file for later communication to FNS, and to allow the Food Stamp Agency to conduct its own analysis of QC results. The most common method for creating these files is the use of software that was developed by FNS for use on a Televideo

microcomputer system. Using this system, the States can transmit individual case data over telephone lines to FNS. The software also enables States to perform all the analyses required to arrive at the error rate statistics they must report to FNS, as well as to perform certain other types of analyses.

Analysis of QC
Data

Whereas QC error rates provide the outcome measures that serve as uniform benchmarks for state administrative performance, a variety of additional types of analyses can be conducted to provide guidance for corrective action to resolve deficiencies in the certification process. Using the raw data from the QC schedules and a variety of statistical methods, States can develop models to identify groups of household characteristics that are associated with higher error rates or that identify particular factors in the eligibility determination process (possibly associated with particular types of households) that appear to give rise to frequent errors. The most common of the techniques used in this work is error-prone profile analysis.

Federal Review
and Error Rate
Liabilities

A subsample of each State's QC cases is selected by the respective FNS regional office staff and subjected to a second review. A State's error rate is determined by using information from both QC samples.

Fiscal liabilities are then imposed if the State's federally validated and adjusted error rate exceeds the congressionally mandated target (e.g., 5 percent in FY 1985). Such liabilities for overissuances in a given fiscal year are based on the amount of a State's federally reimbursed administrative cost for that fiscal year. The Food Stamp Act Amendments of 1982 require that the Federal reimbursement of States' administrative costs (normally 50 percent) be reduced by 5 percent for each 1 percent or fraction thereof (up to 3 percent) by which the State's overissuance rate exceeds the target rate. For example, a State that had a 7-percent error rate in fiscal year 1985 would lose 10 percent of its Federal reimbursement for administrative costs--5 percent for each of the 2 percentage points in excess of the 5-percent target rate. If the State's error rate exceeds the target by more than 3 percent, the State would lose 10 percent of its Federal administrative funding for each percent or fraction thereof exceeding the 3-percent difference. In all cases, the amount that a State could lose in administrative funds cannot exceed

the actual amount of overissuances represented by the difference between the error rate and the 5-percent target rate.

The Food Stamp Program also provides incentive payments to States who reduce their cumulative quality control sample error rate (payment error and underissuance rates) to 5 percent or less for an annual review period. These States receive a 10-percent increase in the Federal match for administrative expenses--from the normal 50-percent to a 60-percent share of costs. To receive this match incentive, a State's official negative case error rate must be less than the national weighted mean negative case error rate applicable during the review period.

B. DATA COLLECTION PROCEDURES

Two components of the QC census serve as useful background to the presentation of results: (1) the sample of agency systems covered in the interviews, and (2) the method by which interviews were conducted. These two topics are discussed below.

The general aim of the QC census was to describe the systems used in each state through interviews with state Food Stamp Agency staff. Interview respondents were nominated by state directors or their delegates in preliminary telephone discussions with senior research staff. In most instances, a single respondent was suggested, most often a senior staff member of the state office responsible for the QC system. In some instances, the State director suggested several different respondents for particular parts of the instrument. Occasionally, the primary respondent(s) referred the interviewers to other agency staff for answers to specific questions.

The questionnaire used to collect information about the QC system (see appendix A) consisted of six separate "modules" dealing with different areas of interest:

Module 1: Organizational Information. Includes questions related to: the organization responsible for carrying out QC reviews, analyzing QC data, and preparing reports; other responsibilities these organizations might have; and whether the food stamp QC system was integrated with other public assistance programs.

Module 2: Costs of the State Quality Control Systems. Includes detailed questions on personnel and nonpersonnel costs.

Module 3: Composition of QC Reviews. Focuses on various factors related to variations in the cost of conducting QC reviews, including: the education and experience of QC reviewers, salary levels, staff size and allocation of staff to Food Stamp QC reviews, average time to conduct a QC review both in total and by specific activity, and the effect of various case characteristics on the time required to complete a case review.

Module 4: Supplementation of Basic QC Design for Active Case Reviews. Includes questions on the number of cases sampled for inclusion in the calculation of the State's error rate; the collection of additional information about the selected QC cases; and whether the State conducts any additional QC reviews, the number conducted, for what purposes, and how the procedures used differ from those used as part of the basic QC system.

Module 5: Analysis QC Data. Deals with the ways in which States use QC data as a management information system.

Module 6: Quality Control Procedures. Includes questions related to: the respondent's opinion of the stringency of their State's QC procedures relative to other States, their opinion of their respective FNS Regional Office, procedures used to notify local offices in advance of conducting QC reviews and any prior preparation they might do, responsibility for error determination, and procedures used to re-review QC cases.

On average, the interview required about 35 minutes to complete, not including the time spent identifying the appropriate respondents and scheduling a convenient time to conduct the interview. In most instances, the data were collected from one or two individuals in each State, typically a designated member of the organizational unit responsible for conducting the QC reviews and, in many cases, from different individuals in a budget office to collect the necessary cost data.

Although the QC instrument consisted almost entirely of structured response questions, the telephone interviewing method used involved a great deal of discussion of the questions and probing for clarification of responses. Every completed interview was reviewed by the senior project researcher assigned to the QC topic. As the interviews proceeded, these reviews identified the need for further clarification of the intent of specific questions and their interpretation in the context of particular system characteristics. As a result, "question clarification" statements were prepared and distributed to interviewers to guide them in further administration of particular interview questions.

C. SCOPE OF REPORTED RESULTS

In most cases, the respondents were very cooperative and had prepared for the interview by collecting needed information from other individuals. However, certain data were not generally maintained by the States at the level requested, which required the respondents to make reasonable estimates (this was often the case with the cost information). Regardless, the respondents appreciated the importance of this survey and tried their best to provide an accurate picture of their State's operations.

The QC interviews were designed to provide consistent, systematic profiles of all of the state systems examined, and to present the data collected in a structured form to allow comparison of systems on commonly defined dimensions. As a result, the instrument design emphasized developing carefully worded questions that would elicit structured, codable responses. Although this approach makes it possible to compare systems and summarize system features, it also leads to certain inevitable weaknesses in the instrument's ability to capture detail and subtle differences among systems. An interview format composed of more open-ended questions to obtain information on system characteristics--focusing on the salient features of each system--would provide more detail and clarity about individual systems. This approach was rejected, however, because it would most likely complicate the compilation of summary information and comparison among systems.

The one area that posed the greatest difficulty was Module 2, dealing with the cost of State QC systems. In general, the States did not keep records that would allow them to

disaggregate expenditures into the cost categories specified in the questionnaire. This was a particular problem for the costs of personnel responsible for drawing the QC sample, analyzing the QC data, and preparing reports. In those States that have integrated QC systems, it was also difficult to identify individual cost elements specific to the Food Stamp Program. Similarly, costs that are not generally accounted for on a functional basis (e.g., data processing) were very difficult to allocate to QC system operations.

Another area of difficulty was Module 3, which dealt with QC review time and the time required for specific review activities. Respondents often made a point of qualifying their answers as estimates when no time study had been done.

D. ORGANIZATION OF THE REPORT

The remainder of this report is divided into five parts. Part II presents findings related to the cost of State QC systems and factors that seem to affect such costs. Part III focuses on State efforts to supplement the basic QC system by collecting additional data and/or conducting additional reviews. Part IV discusses State procedures for analyzing QC data. Finally, part V deals with selected operational characteristics.

II. THE COST OF STATE QC SYSTEMS

This part of the report focuses on the cost of operating active caseload QC systems (costs related to negative case actions are excluded). Part II is divided into three separate sections: the first presents the costs reported by each of the 53 state agencies included in the census survey, both in total and separated by staff function and type (e.g., travel, computer); the second examines factors related to variations in personnel costs, including allocation of time by QC reviewers among tasks, case characteristics, staff characteristics, and productivity; and the final section deals with organizational characteristics and their relationship to costs.

Operating a quality control system requires a significant amount of resources. The tasks required to select cases for review, independently verify applicant-reported information and local office eligibility determinations, and report the data to FNS are very labor intensive and demand a relatively high level of expertise on the part of the assigned staff.

The Food Stamp Program is unique because benefits are completely federally funded. As a result, the gains achieved by the QC system (i.e., the correction of detected error cases and, in the long run, the prevention of applicant- and agency-caused errors) do not represent direct cost savings for the state agency. Although the imposition of sanctions for excessive error rates seems to have contributed to a decline in the incidence of payment errors, the current funding structure does not provide the same type of fiscal incentives to improve accountability found in other Federal programs (FNS does, however, reimburse States for 50 percent of their administrative costs). Consequently, States must expend their limited administrative funds to reduce errors in a program where they do not have the advantage of offsetting savings from reduced benefit expenditures.

Table II.1 provides detailed information about the cost of operating the current QC system for each State, including:

personnel costs (both total and by functional category);

nonpersonnel costs (both total and by type of expenditure);

TABLE 11.1
COST OF OPERATING FOOD STAMP QUALITY CONTROL
SYSTEMS, BY STATE AND FNS REGION, JUNE 1986

REGION/STATE	NUMBER OF HOUSEHOLDS (000) JANUARY, 1986 ¹			PERSONNEL COSTS (\$000)						NON PERSONNEL COSTS (\$000)				TOTAL Q.C. COSTS (\$000)	Q.C. SAMPLE SIZE	TOTAL ² COST PER REVIEW	INTEGRATED Q.C. SYSTEM?
				Q.C. REVIEWERS	DRAW SAMPLE, ANALYZE DATA, PREPARE REPORTS	CLERICAL AND DATA ENTRY	SUPER- VISORS	OTHER PRO- FESSIONALS	TOTAL	TRAVEL	DATA PRO- CESSING	OTHER	TOTAL				
	P.A.	NON- P.A.	TOTAL														
Connecticut	N/A ³	N/A	55.7	217.7	33.5	22.8	70.6	-	344.5	3.5	5.8	4.1	13.3	357.8	1200	\$298	Y
Maine	15.8	30.1	45.9	274.5	92.9	21.3	44.1	-	432.7	24.7	4.0	8.3	37.0	469.7	1060	\$439	
Massachusetts	N/A	N/A	141.4	DK ⁴	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	1200	-	Y
New Hampshire	6.2	4.9	11.1	101.2	12.7	19.0	25.3	-	158.2	4.0	0.2	34.8	39.0	197.2	468	\$421	Y
New York	N/A	N/A	739.9	104.0	156.0	19.5	250.0	-	529.5	20.0	DK	100.0	120.0	649.5	1200	\$541	Y
Rhode Island	20.2	8.1	28.3	270.1	297.3	DK	DK	DK	477.3	5.5	330.4	DK	336.0	813.3	1172	\$694	Y
Vermont	7.0	5.6	12.6	92.8	34.9	50.0	19.3	DK	207.0	12.4	10.0	10.0	32.4	239.4	440	\$544	Y
Northeast ⁵	774.3	231.4	1005.8	1060.3	537.3	132.6	409.3	-	2149.2	70.1	350.4	157.2	577.7	2726.9	5540	\$492	
Delaware	5.6	6.9	12.4	46.9	10.5	9.9	15.0	DK	82.3	1.0	DK	11.0	12.0	94.3	446	\$211	
District of Columbia	12.2	15.7	27.9	241.0	6.0	17.0	50.8	-	314.7	2.0	DK	8.4	10.4	325.1	628	\$518	
Maryland	61.6	51.0	112.5	384.9	17.8	77.0	59.2	58.6	592.1	8.1	DK	56.1	64.3	656.4	1200	\$547	
New Jersey	83.0	64.2	147.2	558.9	DK	50.8	116.1	-	725.8	70.2	13.0	360.4	443.6	1169.4	2382	\$490	
Pennsylvania	256.2	146.6	402.7	366.6	98.8	89.4	132.4	45.7	732.9	12.8	30.0	4.2	47.0	779.9	1200	\$650	
Virginia	50.3	84.3	134.6	75.6	75.6	25.2	50.3	25.2	251.9	82.3	61.7	61.7	205.7	457.6	1200	\$381	
West Virginia	33.7	62.5	96.2	113.9	38.7	22.8	57.2	-	232.6	12.5	1.4	7.5	21.4	254.0	1200	\$212	Y
Virgin Islands	0.8	6.6	7.3	172.8	DK	32.4	20.1	DK	225.3	DK	DK	DK	DK	225.3	300	\$750	
Mid-Atlantic	503.2	437.6	940.8	1960.6	247.4	324.5	501.1	129.5	3157.6	188.9	105.5	509.3	804.4	3962.0	8556	\$504	
Alabama	60.2	126.1	186.3	DK	DK	DK	DK	DK	815.4	49.1	DK	DK	225.6	1044.0	2410	\$432	
Florida	98.6	138.1	236.7	560.6	26.4	70.1	192.7	26.3	875.9	103.3	50.6	48.6	202.6	1078.5	2400	\$450	
Georgia	36.4	148.4	184.8	548.7	44.4	56.3	98.5	-	747.9	23.7	DK	23.7	47.4	795.3	1200	\$660	Y
Kentucky	28.9	157.6	185.5	611.3	21.0	71.8	160.8	-	864.9	26.0	DK	198.1	224.1	1088.9	1800	\$605	
Mississippi	16.5	141.1	157.6	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	-	1200	-	
North Carolina	70.4	102.3	172.7	DK	44.4	DK	DK	DK	DK	DK	DK	DK	DK	-	1200	-	
South Carolina	44.9	74.5	119.4	568.9	31.7	4.0	46.2	-	646.8	28.4	DK	120.0	148.4	795.2	1200	\$663	
Tennessee	27.0	159.1	186.1	225.7	9.5	53.7	62.4	-	351.3	8.4	0.1	15.7	24.1	375.4	1200	\$313	
Southwest ⁶	387.9	1046.0	1429.1	2515.2	133.0	255.9	560.6	26.3	4362.2	238.0	50.7	406.1	872.2	4379.0	10170	\$578	

CONTINUED

TABLE 11.1
COST OF OPERATING FOOD STAMP QUALITY CONTROL
SYSTEMS, BY STATE AND INS REGION, JUNE 1986--CONTINUED

REGION/STATE	NUMBER OF HOUSEHOLDS (000) JANUARY, 1986 ¹			PERSONNEL COSTS (\$000)						NON PERSONNEL COSTS (\$000)				TOTAL O.C. COSTS (\$000)	O.C. SAMPLE SIZE	TOTAL ² COST PER VIEW	INTEGRATED O.C. SYSTEM?
	P.A.	NON- P.A.	TOTAL	O.C. REVIEWERS	DRAW SAMPLE, ANALYZE DATA, PREPARE REPORTS	CLERICAL AND DATA ENTRY	SUPER- VISORS	OTHER PRO- FESSIONALS	TOTAL	TRAVEL	DATA PHO- TO- COPYING	OTHER	TOTAL				
Illinois	128.2	302.6	430.8	575.0	51.8	22.4	19.0	-	668.2	22.0	7.0	47.0	75.9	744.1	2400	\$310	Y
Indiana	33.2	95.8	129.0	493.7	43.9	3.9	94.8	-	636.3	33.0	1.1	20.9	55.0	691.3	1200	\$576	Y
Michigan	317.0	70.9	387.9	716.0	131.0	150.0	322.0	-	1319.0	38.0	40.0	108.0	186.0	1505.0	2400	\$627	Y
Minnesota	55.7	35.2	90.8	524.6	28.4	21.3	127.6	7.1	709.0	DK	DK	DK	DK	709.0	1200	\$591	
Ohio	277.8	166.6	444.4	563.3	60.6	60.7	182.0	-	866.6	43.6	0.5	1.0	45.1	911.7	1200	\$760	
Wisconsin	84.6	48.6	133.1	336.1	DK	51.7	129.2	-	517.0	19.6	DK	36.4	56.0	573.0	2129	\$269	Y
Midwest	896.5	719.7	1616.2	3208.7	315.7	310.0	874.6	7.1	4716.1	156.2	48.6	213.3	418.0	5134.1	10529	\$584	
Arkansas	10.8	77.9	88.8	417.3	41.4	28.3	100.0	-	586.9	29.4	60.0	19.6	109.0	695.9	1200	\$580	
Louisiana	58.8	157.5	216.2	331.6	42.6	48.0	123.2	-	545.4	24.3	DK	55.0	79.3	624.7	1200	\$521	
New Mexico	9.0	41.0	50.0	430.6	94.8	39.4	103.3	8.5	821.2	34.3	8.2	-	42.5	863.7	2400	\$360	
Oklahoma	45.9	55.6	101.4	439.4	21.5	17.3	156.1	DK	634.3	134.4	DK	1.0	135.4	769.7	1200	\$641	
Texas	79.1	335.7	414.8	533.8	114.4	DK	114.4	-	762.5	81.6	6.5	-	88.0	850.5	1200	\$709	
Southwest	203.6	667.7	871.2	2152.7	314.7	133.0	597.0	8.5	3350.3	304.0	74.7	75.6	454.2	3804.5	7200	\$580	
Colorado	29.5	37.2	66.8	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	1348	-	Y
Iowa	28.6	51.0	79.6	274.3	DK	13.1	72.5	DK	359.9	12.0	DK	16.1	DK	DK	1200	-	Y
Kansas	23.4	21.0	44.3	268.0	32.0	0.9	6.0	-	306.9	14.5	8.0	18.0	40.5	347.4	1088	\$300	Y
Missouri	48.0	92.8	140.8	559.7	DK	67.6	168.1	4.9	800.3	33.5	DK	287.1	320.7	1121.0	2400	\$467	
Montana	8.4	13.6	22.0	206.8	4.1	7.7	1.8	-	220.4	13.0	DK	26.6	39.6	260.0	698	\$372	Y
Nebraska	12.4	24.4	36.8	215.4	97.6	33.2	92.5	33.6	472.4	16.6	DK	1.3	17.8	490.2	1500	\$327	
North Dakota	3.6	9.2	12.7	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	-	Y
South Dakota	3.2	13.6	16.8	105.6	DK	6.0	43.7	10.9	166.2	6.2	1.8	29.1	37.0	203.2	609	\$334	Y
Utah	12.9	9.4	22.3	147.9	13.6	20.0	28.7	DK	210.1	5.5	2.1	22.4	29.9	240.0	580	\$414	Y
Wyoming	3.8	6.4	10.1	127.6	DK	9.2	19.3	-	156.1	12.9	20.1	8.2	41.2	197.3	300	\$658	Y
Mountain Plains ⁷	173.7	278.5	452.2	1905.3	147.3	157.7	432.6	49.4	2692.3	114.2	32.0	408.8	526.7	3219.0	8375	\$372	

CONTINUED

TABLE 11.1
COST OF OPERATING FOOD STAMP QUALITY CONTROL
SYSTEMS, BY STATE AND INS REGION, JUNE 1986--CONTINUED

REGION/STATE	NUMBER OF HOUSEHOLDS (000) JANUARY, 1986 ¹			PERSONNEL COSTS (\$000)							NON PERSONNEL COSTS (\$000)				TOTAL Q.C. COSTS (\$000)	Q.C. SAMPLE SIZE	TOTAL ² COST PER REVIEW	INTEGRATED Q.C. SYSTEM
	P.A.	NON- P.A.	TOTAL	Q.C. REVIEWERS	DRAW SAMPLE, ANALYZE DATA, PREPARE REPORTS	CLERICAL AND DATA ENTRY	SUPER- VISORS	OTHER PRO- FESSIONALS	TOTAL	TRAVEL	DATA PRO- CESSING	OTHER	TOTAL					
Alaska	4.3	4.8	9.1	187.9	20.9	31.5	41.0	-	277.2	27.4	DK	14.5	41.9	319.1	300	\$1063	Y	
Arizona	16.0	46.7	62.7	566.0	28.3	133.8	216.7	-	944.8	19.5	DK	86.8	106.4	1051.2	2400	\$ 438		
California	363.9	190.6	554.5	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	DK	2400	-	Y	
Hawaii	17.7	17.9	35.6	118.1	27.4	12.0	13.7	-	171.2	5.4	1.2	3.8	10.4	181.6	900	\$ 202		
Idaho	9.3	11.4	20.7	129.4	83.6	19.4	16.7	-	249.0	5.3	0.6	15.4	21.3	270.3	751	\$ 360	Y	
Nevada	2.7	12.5	15.2	105.7	DK	23.9	36.1	-	165.7	5.0	DK	16.2	21.2	186.9	532	\$ 339		
Oregon	33.6	56.5	90.1	340.6	56.5	25.6	95.3	31.4	549.2	18.0	15.0	70.3	103.2	652.4	2978	\$ 219	Y	
Washington	68.6	47.5	116.1	1290.1	41.3	261.3	353.5	111.6	2066.7	58.1	66.4	8.2	132.7	2199.4	2400	\$ 916	Y	
Guam	1.3	2.7	4.1	70.2	49.5	13.8	72.7	-	206.0	3.3	DK	DK	17.4	223.4	318	\$ 703		
Western ⁸	517.3	390.6	907.9	1517.9	266.2	260.0	492.2	143.0	2679.3	83.9	16.8	207.0	321.8	3001.1	8199	\$ 399		
U.S. TOTAL MEDIAN	3451.5 -	3771.7 -	7223.2 -	14321 240	1961 33	1575 24	3868 63	364 10	23106 401	1156 14	680 5	1977 24	3975 63	26277 -	60320 -	\$479		

1. Food and Nutrition Service, USDA, "Statistical Summary of Operations - January 1986", August 20, 1986.
2. Regional figures are medians.
3. Data not available.
4. Don't know.
5. Totals exclude Massachusetts.
6. Totals exclude Mississippi and North Carolina.
7. Totals exclude Colorado and North Dakota.
8. Totals exclude California and Washington.

the size and composition of the food stamp caseload as of January 1986;

whether the QC system is integrated with other welfare programs;

the size of the QC sample used for reporting error information to FNS (this excludes any supplemental samples the state may select for review); and

the median cost per review (i.e., total state operating costs divided by the size of the QC sample).^{1/}

Totals and, in some cases, medians are also provided by FNS region and for the Nation as a whole.

As discussed in part I, questions about the cost of operating QC systems were the most problematic component of this part of the state census survey. Limitations of existing recordkeeping systems, differences in definitions of cost categories and allocation procedures, and variations in the extent to which the States tried to develop accurate cost estimates made it difficult to compare and contrast specific cost elements among the States. Although the overall per case cost estimates for each of the seven FNS regions appear to be reasonable, the disparity in individual cost items among States is such that great caution is recommended in drawing conclusions about the degree of States' efficiency on the basis of these data.

The median cost of a QC review is about \$479, ranging from a low of \$372 in the Mountain Plains region to a high of \$584 in the Midwest region. Although the variation among States is fairly large, the relative stability of the estimates among the seven FNS regions does increase our confidence in the median as a reasonable indication of the cost of operating a typical QC system.

^{1/}Only the number of QC reviews actually reported to FNS was used to calculate this average. Other reviews were excluded because of differences in procedures; we did not have the information needed to pool the samples on a consistent and comparable basis. However, an examination of average costs according to whether or not the state supplemented the QC sample did not yield any significant relationship.

Of the total, approximately 88 percent (\$401) is associated with the cost of personnel.^{2/} This amount can be further broken down into 65 percent for QC reviewers (\$240), 9 percent for the staff who draw the samples and analyze the QC data (\$33), 17 percent for supervisory personnel (\$63), 6 percent for clerical and data entry staff (\$24), and 3 percent for other professionals (e.g., legal services, administrative assistants). The remaining 12 percent of the total (\$53) covers various nonpersonnel costs, including travel (\$14), data processing (\$5), and "other" (\$24), which consists of the cost of general overhead expenses.

Although States having integrated QC systems were asked to report only those costs associated with the food stamp portion of these systems, there was concern that this may have in part contributed to the wide variations noted among the States. At least one difference was found: the difference between the median personnel costs associated with QC review for integrated and nonintegrated States is \$268 (\$345 versus \$613). The distribution of States by average cost per review and whether they use an integrated or nonintegrated system are summarized in table II.2.

Similarly, we also examined differences in costs as a function of the composition of the food stamp caseload; in particular, the proportion of the caseload that were no-public-assistance (NPA) cases. Because States reported that NPA cases typically required more time to review,^{3/} we wanted to see if such variations among States contributed to the observed differences in the cost of conducting a QC review. The distribution is provided in table II.3.

^{2/}Subcategories do not add to the total because of different numbers of missing observations in the individual columns. Overall percentages are calculated from median totals for personnel and nonpersonnel costs. Subcategory percentages are derived by first combining subcategory costs, and then computing subcategory percentages.

^{3/}This is largely due to the fact that NPA cases typically have more members with earnings requiring verification.

TABLE II.2

AVERAGE REVIEW COSTS OF INTEGRATED AND NONINTEGRATED STATES

Average Cost	Integrated	Nonintegrated
Under \$300	5	2
\$301 - \$400	5	5
\$401 - \$500	2	6
\$501 - \$600	3	5
\$601 - \$700	4	4
\$Over \$700	2	4
Missing	4	2
TOTAL	25	28

TABLE II.3

AVERAGE REVIEW COSTS OF STATES WITH VARYING NPA CASELOADS

Average Cost	Percent NPA Cases					Totals
	Under 20%	21-40%	41-60%	61-80%	Over 80%	
Under \$300	0	1	2	3	0	6
\$301 - \$400	0	0	2	3	5	10
\$401 - \$500	0	0	5	3	0	8
\$501 - \$600	0	2	2	1	2	7
\$601 - \$700	1	2	1	3	1	8
Over \$700	0	1	2	1	2	6
Missing = 8						

Based on this comparison, it does not appear that State differences in the proportion of NPA food stamp cases are directly associated with differences in total costs for the QC review function. This is not to say, however, that such case differences do not lead to higher or lower expenditures within a State. Rather, it is likely that the relationship may be obscured by other factors.

B. COMPOSITION OF PERSONNEL COSTS

As stated previously, the major cost element in any food stamp QC system is personnel. Similar to the labor-intensive certification and recertification processes for ongoing food stamp eligibility, the review of a random sample of food stamp case dispositions and awards requires a significant amount of staff resources. This section of the report focuses on the staff activities that compose the review process, and the characteristics (household size, receipt of earnings) and types of cases (PA versus NPA) subject to review and their effect on the time devoted to each activity. A description of the QC reviewers follows, in terms of job experience, education, and salary. Finally, we examine staff productivity based on QC sample size, reviewer FTE's, and review cost by state to arrive at a relative indication of QC system efficiency.

Time Spent on Specific QC Functions

In conducting the QC portion of the Food Stamp Program Operations Study, we asked state QC staff to estimate the amount of time a reviewer would spend on an average active case QC review, counting all activities that compose the review process. Given the individual state responses of the QC staff shown in table II.4, column 1, we found that, across all States, a median value of 12 hours is necessary to complete a QC case review, or about 1.5 work days. Throughout this time, reviewers carry out several tasks. Specifically, these include: a desk review of the case record; interviews with clients or collateral contacts; travel to meet with clients, perform collateral checks, and pick up case records from LFSA's; collecting information to verify client-reported data in the case record and other extraneous information; determining whether an error had been made in the disposition or award during the review period; writing up a report of the review; and any other activities that might be carried out.

The time spent on each activity for a specific review will vary. For example, a reviewer might have little or no difficulty obtaining documentation from the client and collateral sources to verify information included in the case record, and thus spends little time on this task. Yet in the same instance, the reviewer may need to travel a great distance to obtain that information. Because of this variation, we asked the respondents to estimate the percent of review time spent among these activities, again assuming a normal case QC review. Based on these individual state responses, as shown in table II.4, the median amount of review time spent on each activity is: 20 percent on verification; 5.5 percent on travel; 15 percent on write-up; 15 percent on desk review; 10 percent on error determination; 10 percent to conduct client interviews; 5 percent to carry out the revised benefit computations; and 11.5 percent on other review activities. Relating these percentages to the median time spent on a QC case review (12 hours), we might expect a reviewer to spend about 2.4 hours verifying client information or making collateral checks, about 2 hours traveling or writing up the review report, and another 2 hours conducting the desk review. Slightly more than 1 hour would be needed to either determine if there is a case error or to conduct any interviews. Revised benefit computations take slightly less than 45 minutes.

To illustrate each State's approach to these activities, we examined their individual responses according to which factor composed the largest portion of their review time. Of the States that responded, 43 percent indicated that the greatest percentage of normal review time was spent on verification and collateral checks (table II.4, column 5). The time allocated for this activity (in those States where this constitutes the largest percent of review time) ranged between 15 and 50 percent, with a median value of approximately 25 percent. Verification in the QC review involves "establishing the accuracy of the elements of eligibility and basis of issuance"^{4/} for specific sampled cases. This is central to a review process

^{4/} FNS Handbook 310, The Food Stamp Program Quality Control Review Handbook. Food and Nutrition Service, Alexandria, Virginia, April 1984, p. 85.

TABLE 11.4

AVERAGE QC CASE REVIEW TIME AND
PERCENT OF TIME SPENT ON EACH REVIEW ACTIVITY

State	Average QC Review Time (In Hours)	Desk Review	Travel	Interview	Verification/ Collateral Check	Computation	Error Determination	Write-Up	Other
Alabama	13.0	15%	10%	15%	15%	10%	10%	13%	12%
Alaska	12.0	8	13	6	25	13	17	13	6
Arizona	9.9	24	15	6	20	2	8	15	10
Arkansas	16.5	12	18	6	12	3	12	24	12
California	- ^a	-	-	-	-	-	-	-	-
Colorado	11.5	15	10	15	30	5	5	20	-
Connecticut	12.0	18	9	9	27	9	13	14	-
Delaware	11.5	10	5	10	30	10	10	10	15
District of Columbia	19.8	16	9	10	9	5	11	25	15
Florida	17.6	20	20	8	17	9	2	23	1
Georgia	14.0	-	-	-	-	-	-	-	-
Idaho	4.3	25	8	4	2	4	32	10	15
Hawaii	7.5	15	7	10	20	5	15	15	13
Illinois	6.5	8	23	12	15	4	-	-	38
Indiana	-	-	-	-	-	-	-	-	-
Iowa	20.0	10	10	10	50	5	5	10	-
Kansas	9.2	-	-	-	-	-	-	-	-
Kentucky	10.4	20	10	10	10	5	5	35	5
Louisiana	18.0	10	15	10	30	10	10	15	-
Maine	14.0	15	25	5	20	3	5	25	2
Maryland	15.0	13	27	6	13	6	6	27	2
Massachusetts	15.6	6	10	7	19	16	23	19	-
Michigan	13.0	10	10	10	20	5	20	10	15
Minnesota	12.0	13	12	9	29	6	10	13	8
Mississippi	11.0	9	27	9	14	4	9	14	14
Missouri	12.0	6	25	20	25	10	3	9	2
Montana	12.0	25	20	20	10	10	10	5	-
Nebraska	-	-	-	-	-	-	-	-	-

^a Indicates either non-response or don't know.

Continued

TABLE 11.4

AVERAGE QC CASE REVIEW TIME AND
PERCENT OF TIME SPENT ON EACH REVIEW ACTIVITY--CONTINUED

State	Average QC Review Time (In Hours)	Desk Review	Travel	Interview	Verification/ Collateral Check	Computation	Error Determination	Write-Up	Other
Nebraska	10.0	19%	25%	13%	20%	1%	2%	20%	-
Nevada	5.8	45	29	7	- ^a	-	-	19	-
New Hampshire	11.5	15	12	10	25	3	10	20	5
New Jersey	11.6	10	20	10	20	5	10	20	15
New Mexico	20.0	20	20	10	20	10	10	10	-
New York	16.0	17	26	4	26	4	9	13	-
North Carolina	-	-	-	-	-	-	-	-	-
North Dakota	4.0	-	-	-	-	-	-	-	-
Ohio	9.5	20	25	15	20	-	-	-	20
Oklahoma	13.4	8	30	12	17	6	9	17	1
Oregon	8.0	-	-	-	-	-	-	-	-
Pennsylvania	9.0	11	22	11	33	-	-	11	11
Rhode Island	14.0	10	15	15	15	5	10	30	-
South Carolina	11.5	8	16	11	11	5	10	34	5
South Dakota	-	26	11	6	37	3	-	3	15
Tennessee	16.0	15	20	10	25	10	10	10	-
Texas	12.0	16	10	16	16	2	5	16	19
Utah	15.6	-	-	-	-	-	-	-	-
Vermont	14.4	10	25	10	10	10	25	10	-
Virgin Islands	-	5	5	10	50	10	5	10	5
Virginia	13.5	15	18	13	24	5	15	10	-
Washington	9.0	21	15	11	33	1	10	8	1
West Virginia	15.0	17	16	15	17	2	3	15	15
Wisconsin	16.0	10	15	10	15	15	15	15	5
Wyoming	7.3	15	19	15	12	-	-	-	39

^a Indicates either non-response or don't know.

intended to measure caseload validity. Therefore, it should be encouraging that a relatively large number of States chose this activity as the most time consuming part of the review.

Twenty-three percent of the state QC staff indicated that travel forms the largest portion of a QC case review (table II.4, column 3). In these States, the median portion of review time for travel is about 25 percent. Although we inquired separately about the verification and travel activities of the QC case review, it is important to note that travel constitutes the means to obtain verifying information and checks of collateral. If information in the case record is found to be lacking during the active case review, the reviewer will likely have to schedule an interview with the client and/or visit landlords, banks, employers, etc. to obtain the information about household circumstances that is not adequately verified in the case record or by the household. Thus, reviewers (especially when a case selected for QC sample review is located in a remote area) could potentially spend a great deal of time going from their office to visit a home or collateral contact. In addition, some state QC reviewers visit the local offices to obtain the case record for the review. Depending on the distance between the state reviewer's location and the LFSA, this task might also take a great deal of reviewer time. Based on the responses of the study States, the means to obtaining information to substantiate client-reported information (travel), and the actual check of this information (verification), each account for approximately one-quarter of QC case review time.

Almost one-fifth of the States identified case review write-up as the largest portion of the normal QC review process. In these States, as shown in table II.4, column 8, a median 26 percent of a reviewer's time is spent documenting verification of the case information and compiling the report of the QC review.

Nine percent of the States that responded indicate that desk review and error determination each compose the largest amount of a QC reviewer's case review time. In addition, 2 percent specified either client interviews or computation (see table II.4, columns 2, 7, and 4, respectively).

Several respondents specified that their allocation of case review time was a professional estimate. However, other States had measured review time allocation systematically. For example, the state QC organizations in Texas and Tennessee performed Random Moment Time Studies. Both of these States conducted their studies to determine how to allocate the cost of their QC reviewer time among the various assistance programs. In both States, the studies involved taking a number of individual observations of staff activities at random intervals. The observations are taken when staff are "signaled" to document the time, case identifier, task code, and program of the case they are currently reviewing. In Texas, each staff member participating in the study received an electronic beeper device, which they were instructed to turn on at the start of their shift. When the beeper sounded, they made the appropriate entries in a Random Moment Survey Document. In Tennessee, a contact person in the QC unit completed a report of each randomly selected staff member's activities. The contact person was informed early in the sample day of the appropriate staff to contact. Both of these methods allowed the States to derive statistically valid estimates of QC reviewer time by program and activity.

Almost one-fifth of the States in the study were unable to provide any breakdown on the time components of a normal QC case review. However, they did indicate that they had previously submitted such data to FNS. Some state staff who were able to locate their copy of the information based their activity breakdown on the previously submitted data. However, if the information was not readily available, many believed it best not to attempt to offer estimates.

Effect of
Case
Characteristics
on Staff Time

The amount of reviewer time spent to conduct a case QC review may vary from the norm depending on the type of QC review process in the state, the type of case reviewed (PA or NPA), and the characteristics of the sample case (household size, receipt of earnings, etc.). States can choose to perform QC reviews for food stamp cases exclusively, or can

opt to integrate the food stamp reviews with those for other assistance programs. Currently, 47 percent of the study States integrate their reviews (see table II.1). Of these, all (100 percent) have integrated the food stamp review with the AFDC QC review; 64 percent with Medicaid QC reviews; and, in Massachusetts, with AFDC, Medicaid, and general assistance QC reviews.

This distinction in review process requires attention to another factor: case type, either PA or NPA. Essentially, States that conduct nonintegrated reviews are always examining the food stamp aspects of a case. Differences in the reviews exist only as a result of case type in that PA cases have public assistance income. However, for these PA cases, no review of their eligibility for other assistance programs would be conducted. States that conduct integrated reviews actually conduct two types of reviews, depending on the type of case. For NPA cases, a food stamp case QC review is done. For PA cases, review activities are conducted not only for food stamp aspects of the case, but also for the case information that relates to certain other assistance programs.

With this in mind, we can first examine the amount of time required to conduct an average active QC case review (shown in column 1 of table II.4) for States with integrated reviews and for States with nonintegrated reviews. Overall, for each group, the review time is very similar: a median of 12 hours for a state with an integrated review process, and 13 hours for a state that separates its food stamp QC reviews from other assistance program QC reviews.

Next, we can look at the responses given when the QC staff were asked to estimate the time required to review an average case.

and hard PA and NPA case. Based on the individual responses for States with integrated reviews and for States with non-integrated reviews, the median times for States with each type of review process are summarized in table II.5. (See appendix tables B.1 and B.2 for individual State response data.)

TABLE II. 5

MEDIAN REVIEW TIMES OF INTEGRATED AND NONINTEGRATED STATES

Case Type	Integrated QC Review	NonIntegrated QC Review
Easy NPA	8 hours	9 hours
Average NPA	12 hours	14 hours
Hard NPA	17 hours	18 hours
Easy PA	9 hours	8 hours
Average PA	12 hours	11 hours
Hard PA	17 hours	14 hours

Among States with integrated QC reviews there appears to be little distinction between the median amount of review time required for a NPA or PA case. However, when the QC respondents in those States conducting integrated reviews were asked to indicate the incremental amount of time needed to review the non-food-stamp aspects of a PA case, a median of 2.5 additional hours were indicated. For those States without integrated QC, average and hard NPA cases generally appear to take longer than the respective PA cases, while easy NPA and PA cases have similar median review times. When the median review time is compared between States with integrated and nonintegrated QC, the only differences appear to be between average NPA cases--2 hours longer in nonintegrated review States, and hard PA cases--3 hours longer in integrated review States.

In general, we might expect that NPA cases (of similar case composition) would require a similar mix of review activities, regardless of whether or not other assistance programs are included in the review. However, for PA cases, an integrated review process requires attention to more than one assistance program. Thus, while time economies might be realized through some review activities, it is reasonable to expect that other activities would take more time. For example, if a case receives food stamps and AFDC, the travel, interview, and verification activities for each assistance program could be accomplished at the same time. However, the desk review, computation, error determination, and write-up activities would need to be conducted separately for food stamps and AFDC. For a similar PA case in a state without integrated reviews, the first set of activities might last just as long, but the latter need only be conducted for food stamps. This expected variation is only somewhat evident from the 1-hour difference in PA review time between integrated and nonintegrated States.

The similarity in review time (in States with integrated reviews) between an average PA and NPA case is somewhat surprising. As noted above, an integrated PA case review involves certain activities (desk review, computation error determination, and write-up) that must be conducted separately for each assistance program, thereby lengthening the total review time. This expected increase is supported by the 2.5-hour estimate of incremental PA review time indicated in these States, but is not evident in the average NPA and PA case review time estimates.

Three factors may help to explain these results. First, the concepts of average, easy, and hard are subjective, and are therefore prone to individual respondent interpretation. Often in the case of hard or easy, a particularly extreme instance may come to mind and serve as the benchmark for an estimate. Second, QC procedural differences not captured in this analysis might well influence the time required to review a case. Therefore, across-state comparisons based on review time and review process do not control for these other influential factors, and will likely obscure the actual similarities or differences in review time that exist within a state. Finally and most importantly, the definition of what constitutes a PA or NPA case is subject to state definition. Therefore, households where all members receive food stamps but not all receive AFDC, for example, may be categorized as a PA in some States or as an NPA in others. This variation in state approach to case type makes any definitive conclusion of QC review time comparison by case type virtually impossible.

Case type may instead influence which review process the State chooses. This is evidenced by the variation in the proportion of PA and NPA cases among States with integrated and nonintegrated review processes (see table II.1). Of the 47 percent of the States conducting integrated reviews, 20 percent have a larger percentage of PA households in their caseload, 12 percent are approximately balanced between PA's and NPA's,^{5/} and 44 percent have a larger NPA caseload. In contrast, the total caseload in States without integrated review processes consists of 14 percent with either larger PA caseloads, or a relative balance between PA's and NPA's, and 71 percent with more NPA households. Thus, it may be more practical for States with relatively significant numbers of PA households to carry out the integrated reviews. In so doing, they may be able to satisfy their QC case review requirements for food stamps and other public assistance programs with a somewhat smaller number of total reviews.

^{5/} For this report, a state caseload is considered balanced if the NPA and PA case proportions are between 45 and 55 percent.

Looking at the characteristics of a case selected randomly for review also might help explain variations in case QC review time. Respondents were asked to rate specific case characteristics in terms of whether they lead to a large (greater than 60 minutes), medium (between 20 and 60 minutes), or small (under 20 minutes) amount of increased review time. The characteristics we inquired about were: presence of earned income; presence of unearned income; five or more members; receipt of AFDC, Medicaid, and food stamp benefits; receipt of general assistance and food stamp benefits; identification of an error; located in remote local offices; located far from the local office; and any other characteristics the respondents cared to specify. The state responses to this question are shown in appendix table B.3.

As shown in table II.6, consensus does appear to exist among the state respondents regarding the amount of increased review time several of these characteristics necessitate. Eighty-one percent of the study States indicated that a case that contains an error will likely increase the usual case QC review by more than 1 hour. The response of the QC staff regarding this characteristic is quite understandable. If the information that was used to authorize the sample month issuance and the information that should have been used are at variance, or if food stamp policy was not properly applied, ". . . the reviewer must determine whether the information was incorrect at the time of the last certification action or the difference is due to a change in the household's circumstances subsequent to certification".^{6/} Next, specific procedures must be followed to ascertain whether certain variances between the case record and review information are to be included in the error determination. These specific procedures apply to case variances that relate to residency, household composition (including movement between households, multiple issuances for different household members, new household members, etc.), work registration and job search, social security numbers, and income.

^{6/}Food and Nutrition Service. April 1984, p. 120.

TABLE II.6

PERCENT OF STATES CITING CASE CHARACTERISTICS
THAT INCREASE REVIEW TIME

Characteristic	Increase in Review Time		
	Greater than 60 Minutes	20 to 60 Minutes	Less than 20 Minutes
Identification of an Error	81%	11%	0%
Presence of Earned Income	77	15	2
Located Far From the Local Office	53	34	8
Located in a Remote Local Office	43	28	21
Five or More Household Members	43	38	15
Presence of Unearned Income	15	53	26
Receipt of AFDC, Medicaid and Food Stamps	25	32	32
Receipt of GA and Food Stamps	0	23	49
Other	47	8	4

For example, if an error appears to exist due to inconsistent income information (verified versus case record information), the household in the case under review must be redetermined as eligible or ineligible based on the new information. This involves determining why the variance in information exists; if it existed at the time of the last certification action, or if it occurred subsequent to certification. In the latter case, the reviewer must determine if the change is to be included in the error determination based on that household's reporting requirements. Once it is decided whether the variance should be included in error determination, the eligibility review occurs (assuming all other information is absent of error). This process is made more complex since reporting requirements differ among cases, and the eligibility, budget, and issuance timeframes vary (prospective eligibility and retrospective budgeting, retrospective eligibility and retrospective budgeting, etc.). Since these types of variances are likely to occur in case QC reviews, these procedures will increase the time required to complete the normal review.

Cases with earnings were also indicated by a majority (77 percent) of state respondents as causing a large increase in the normal QC review time. Many state QC respondents, including those in Arkansas and Georgia, made special mention of the time required to verify reported earnings when asked about NPA review time.^{7/} These cases require that appropriate verification sources be identified and contacted. After contact, the reviewer must often follow up to insure receipt of verification documents. Several respondents also mentioned that verification sources are often uncooperative. This might necessitate identification and contact with other sources.

^{7/} This extra time to process a NPA case review is also supported by the difference in PA and NPA review time as indicated by those States with nonintegrated reviews (see page 31).

Fifty-three percent of the state QC respondents attributed large increases in case review time to households that are located far from the local food stamp office. Such a situation would naturally involve longer travel to conduct client interviews. In addition, collateral checks might be more time consuming if these sources are located far from the local office. Related to this is a case selected for review that originates in a remote food stamp office. Forty-three percent of the States responding indicate a large amount of increased review time is required if this occurs. Again, such a situation would involve travel time to gather any necessary case information. Review time might also be lengthened if the reviewer is awaiting verification information from this office via the mail.

Unearned income is mentioned as moderately increasing (20 to 60 minutes) case QC review time by almost two-fifths of the state respondents. A case with unearned income must be checked through the Social Security Administration's Beneficiary Data Exchange System (BENDEX), or manually by way of a special request form. Other Government agencies might also be contacted depending on the type of public assistance the case review household receives. A more difficult case might occur if a review of the reported employment history indicates a possible eligibility for a company retirement pension. Here, the reviewer would need to obtain source documentation of receipt or nonreceipt, even if the client under review denies receipt of such income.

Almost half of the state QC respondents offered examples of case characteristics we had not specified that increase their review time by more than 1 hour. Generally, three items were mentioned repeatedly across the States: an uncooperative client, an uncooperative collateral contact, and problems in locating the household. The last characteristic appears to play a significant role when the food stamp case subject to QC review is no longer receiving benefits. This may be a relatively frequent occurrence since several States (Arkansas, Connecticut, Oklahoma, Washington) mentioned it as increasing review time.

Households with five or more members apparently increase review time more in some States than in others. Two-fifths of the state respondents indicated that household size increased review time by a large amount, while another two-fifths mentioned this as adding about 20 to 60 minutes to the review. A case with a large number of household members often indicates multiple income sources, leading to lengthy and often complicated collateral checks. In addition, other nonfinancial aspects of eligibility would need to be verified for each individual included in the food stamp household (i.e., work registration and school attendance).

Cases with other public assistance income--AFDC, Medicaid, or general assistance--appear to have less of an effect on case review time. Only one-fourth of the States indicate that receipt of AFDC and Medicaid with food stamps increases review time by more than 1 hour. The remaining two-thirds^{8/} were divided equally between AFDC and Medicaid receipt, resulting in a medium or small amount of increased review time. A QC case subject to review that receives general assistance is cited as a relatively less important reason for increased case review time. This case characteristic was never mentioned by a state QC respondent as adding more than an hour to the review process. About half of the state respondents stated that receipt of general assistance may increase review time by less than 20 minutes, while less than one-fourth believed that review cases receiving such assistance would increase review time by up to 60 minutes.

Staff
Characteristics

The food stamp QC review process is, in general, a reiteration of the initial eligibility certification or recertification. QC review and certification each apply food stamp rules and eligibility criteria to individual household circumstances to determine if that household should indeed receive benefits. The QC review process, however,

^{8/}Percentages for each case characteristic do not add to 100 percent due to nonresponse.

looks at only a sample of all active cases, and has more stringent requirements for verifying and documenting the case information. Both eligibility workers and QC review staff must have knowledge of food stamp program rules, and be able to apply these rules to varying combinations of applicant characteristics. Effective QC reviews rely, to a large extent, on the professional expertise of the case review staff. Therefore, it is important to look at the characteristics and background of the individuals responsible for this function.

State QC respondents were asked whether typical new QC reviewers had come from a previous position in the welfare department. As shown in table II.7, an overwhelming 91 percent of the States (48 States) indicated that reviewers had, in fact, typically held positions as either an eligibility worker or an eligibility worker supervisor. One state, Rhode Island, mentioned that reviewers often held prior positions as social case service workers. (See appendix table B.4 for individual state responses.)

Reviewers who had previously worked as eligibility workers were clearly in the majority--83 percent of the 48 States had reviewers who had once worked for the welfare department. Some States pointed out that they had tried to hire reviewers from "outside," but found that such persons were not well suited to the job (i.e., difficult to train because they lacked program understanding). Thus, it appears that food stamp eligibility workers are suited to a review position because of their familiarity with the rules surrounding benefit eligibility, case characteristics that are likely to lead to error, and case information that is subject to misreporting.

Twenty-seven percent of the States (13 out of 48) employ reviewers who previously worked as eligibility worker supervisors. Like eligibility workers, their supervisors also have the type of experience that is well suited to the skills needed by QC reviewers.

Further, the state responses indicate that reviewers who held positions in the welfare department previously had done so for a median of 5 years. In States such as Colorado, Illinois, Kentucky, Maryland, Missouri, Nebraska, North Carolina, and West Virginia, reviewers typically had 7 to 10 years of prior experience as either an eligibility worker or supervisor. (See appendix table B.4.)

TABLE II.7

PERCENT OF STATES REPORTING QC REVIEWERS' CHARACTERISTICS

Previously Worked in Welfare Department	91%
Position Held:	
Eligibility Worker	83%
Eligibility Worker's Supervisor	27%
Median Years in Previous Position	5
Education Level:	
4-year College Graduate	51%
Attended College	32%
High School Graduate	13%
Average Salary Range:	
4-year College Graduate	\$18,005 - \$36,308
Attended College	\$17,565 - \$36,954
High School Graduate	\$12,812 - \$27,283
Overall	\$12,812 - \$36,954

It is also significant to note that, on average, 51 percent of the States have food stamp QC reviewers who are 4-year college graduates. Another 32 percent of the States have QC reviewers who attended college. Only 13 percent of the state QC respondents indicated that, in general, their reviewers were high school graduates with no further education.

Respondents were also asked to indicate the average salary a food stamp QC reviewer receives. Across the States, the average yearly salary for a currently employed QC reviewer ranges between \$12,812 in the Virgin Islands to \$36,954 in Alaska. (See appendix table B.4, column 6.)

Reviewers with college degrees can expect to receive between \$18,005 and \$36,308 per year. Those reviewers who attended college can expect between \$17,565 and \$36,954. High school graduates can expect somewhat lower salaries, between \$12,812 and \$27,283. However, there are three reasons why these figures may present an inaccurate picture. First, a comparison between salary and education may be inappropriate. Usually a state or locality will define qualification standards for a particular position, perhaps requiring a certain level of education. However, once a person is employed, their salary becomes tied to their position rather than to specific qualifications. For example, an eligibility worker might begin the job with a relatively low salary, but may be in a state with a particularly strong state employees' union, thus having the potential to rapidly increase their current salary. Second, the respondents provided average salary levels. Therefore, the level given by each state is subject to some unknown level of within-state variation. Finally, the range of salary levels for reviewers, as presented, is purely a description of what exists in the States. It in no way attempts to account for variations in the labor market and cost of living among the States. This last point is evident in that Alaska, with its high cost of living relative to the rest of the Nation, is reported to pay its QC reviewers the highest average salary among all States. A simple comparison between Alaska and Utah, for example, would indicate wide discrepancies in eligibility worker salaries. In fact, part of the difference is likely due to the prevailing wage rate in the area as it relates to the cost of living. To determine whether an actual discrepancy exists among these States, it would be necessary to have far more information on prevailing market wages and prices.

Number of
QC Reviews
per FTE

The number of staff assigned to the state QC unit is subject, for the most part, to the discretion of the state. In fact, the standards for staffing outlined in The Food Stamp Program Quality Control Review Handbook simply require that "...the state employ sufficient quality control staff to ensure that reviews are completed in time to meet reporting requirements and the quality of these reviews will ensure that all findings are valid."^{9/}

To describe the QC staff resources that exist in the States, respondents were asked to indicate the total number of full-time-equivalent (FTE) reviewers across all assistance programs, and then to provide the proportion of time these reviewers allocate to the Food Stamp Program. Based on the state responses, a median of 26.5 FTE reviewers perform QC reviews for all the assistance programs. However, the proportion of reviewer time spent exclusively on the Food Stamp Program varies between 25 and 100 percent; with only 13 States completely separating their food stamp QC reviewers (i.e., reviewers devote 100 percent of their time to food stamp QC reviews). Therefore, to get an indication of staff resources available for food stamp QC reviews, total reviewer FTE's in each state is multiplied by the proportion of time spent on food stamp reviews. The resulting figure, representing food stamp reviewer FTE's, indicates that a median number of 12 FTE reviewers is available in each state to perform QC reviews. (See appendix table B.5 for individual State responses.)

A great deal of variation exists in the number of food stamp FTE reviewers across the States, ranging between as few as 1 to as many as 48. In addition, looking only at reviewer FTE's without considering the state QC sample caseload size does not present a complete picture of the workload of the various state QC units. Instead, it may be more informative to look at the number of QC reviews conducted per FTE reviewer. Based on the individual ratios for each state, it appears that a median of 96 reviews are conducted annually per FTE reviewer. The reviewer workload in each state is fairly concentrated around this figure, even though the number of annual reviews per FTE ranges between 37.5 and 446. The distribution within this range is shown in table II.8. (Also see appendix table B.5 for individual State responses.)

^{9/}Food and Nutrition Service. April 1984, p.5.

TABLE II.8

AVERAGE NUMBER OF REVIEWS CONDUCTED
PER FULL TIME EQUIVALENT (FTE)

Reviews Conducted Annually Per FTE	Number of States
0.0 - 75	15
75.1 - 150	29
150.1 - 225	6
225.1 - 300	1
300.1 - 375	-
375.1 - 450	1

We might expect some difference in the number of reviews conducted per FTE between States with integrated QC review processes and States that perform QC reviews for food stamps exclusively. Although an integrated review involves performing certain review activities for more than one assistance program, we consider here only the time spent on food stamp components of the review. Thus, for integrated reviews, we would expect more reviews to be conducted per FTE since the time required to verify, travel, and interview would be divided among the programs, and the desk review, computation, write-up, and error determination activities would not account for time spent on programs other than food stamps. These expectations are supported by the data; a median of 125.62 reviews are conducted per reviewer FTE in States with integrated reviews, as compared with a median of 79.25 views per FTE in States that perform separate food stamp reviews.

We might also expect that States performing a relatively large proportion of food stamp QC reviews per FTE to have relatively lower total costs per review. In comparing these review costs with the reviews conducted per FTE, no significant pattern emerges (see table II.9). However, certain States do appear to have relatively efficient QC systems based on both cost and staff workload, while others appear to have relatively high costs and relatively low workload. For example, in Delaware, 446 reviews are conducted per FTE at a cost per review of \$211. Similarly, Oregon conducts 295 reviews per FTE annually at a cost of \$219 per review. These figures contrast sharply with staff workload and review cost relationships that exist in at least three other States. In Texas, 71 reviews are conducted by each FTE reviewer at a cost of \$709 per review; in Ohio, each FTE reviewer performs approximately 53 reviews costing \$760 each; while in Guam, 40 reviews are done annually per FTE at a total cost per review of \$703. In New Jersey and Missouri, reviewer workload and review cost are similar to the respective national medians (96 reviews per FTE, \$479 per review); 92 reviews are conducted per FTE in New Jersey at a cost of \$490 per review, and in Missouri 91 reviews are performed annually by each reviewer at a total cost of \$467 per review.

Interestingly, while no States appear to have relatively high staff workload and high review costs, at least three States are both less productive and costly than the national average. In Virginia, 88 reviews are conducted by each QC reviewer FTE at \$381 per review, reviewers in Florida carry out 83 reviews each

TABLE 11.9

COMPARISON OF COST PER REVIEW AND NUMBER OF
REVIEWS CONDUCTED ANNUALLY PER FTE^{a,b}

Number of Reviews Per FTE

	75 or less	75.1 - 150	150.1 - 225	225.1 - 300	300.1 - 375	375.1 - 450	Total
Under \$300	-	2	2	1	-	1	6
\$301-400	1	6	3	-	-	-	10
\$401-500	2	6	-	-	-	-	8
\$501-600	5	3	-	-	-	-	8
\$601-700	3	4	-	-	-	-	7
Over \$700	3	2	1	-	-	-	6
Total	14	23	6	1	0	1	45

Cost
Per
Review^a Data on the cost per review, or reviews conducted are missing for 8 states.^b Cost per review is based on total QC costs for personnel and non-personnel.

year at a cost of \$450 per review, and in Nebraska, 68 reviews are performed by each FTE reviewer at a cost of \$327 for each

Assistance. The QC units in the four remaining States perform reviews for food stamps, AFDC, Medicaid, and some other type of assistance program. (Refer to appendix table B.6 for individual State responses.)

As mentioned earlier, even though the QC unit in each responding state has responsibility for reviewing a least one assistance program in addition to their food stamp reviews, only 47 percent of the States integrate these review processes (see table II.1). This distinction in program review responsibility may indicate a difference in the type of review worker that exists in the States. In those States where the QC organizational unit has responsibility for several programs but does not integrate their review process, the reviewers might be assigned to work only on food stamp QC reviews, or may be required to divide their time to conduct case QC reviews for one of a group of programs. These types of workers would have a focused case knowledge targeted to a specific assistance program. Reviewers who perform integrated QC reviews would, in contrast, have more comprehensive knowledge of the case characteristics as they relate to each program. In either instance, aside from the 13 States that distinctly separate their food stamp QC reviewers from other assistance QC reviewers (see appendix table B.5), the QC reviewers would need to have knowledge of the eligibility and certification rules for more than one program area. This increases the complexity of their job, as well as their potential for making errors during the review. However, the reviewer's program focus relates specifically to the QC review itself. Thus, the QC reviewers have the opportunity to become expert in QC activities, such as verification and error determination.

Based on the information provided by the QC respondents, we know that all state QC units have review responsibility for at least one assistance program besides food stamps. However, as indicated above, QC reviewers can be distinguished by their case QC responsibilities and the type of review process that exists in the state. There are QC reviewers who handle food stamp case QC reviews exclusively, and reviewers who perform case QC reviews for food stamps and at least one other assistance program in States with nonintegrated review processes. In States performing integrated reviews, the

reviewers carry out the case QC review for food stamps and AFDC simultaneously and, in many cases, Medicaid.^{10/} These distinctions in the administration of the QC review process may affect the review cost in the States. Table II.10 categorizes the administrative procedures in each state according to their cost per review.^{11/} In looking at the first two rows of the table, we see that of the 17 States with a cost per review of \$400 or less, 10 States (59 percent) have integrated review processes. This result is intuitively reasonable since certain cost economies are likely to result if, assuming all other aspects of the review are the same, one reviewer handles all case QC review activities for each relevant assistance program at the same time. For example, if a reviewer is conducting an integrated QC review of a case that receives food stamps, AFDC, and Medicaid, he/she could travel to interview the client and collect documentation to verify the case information during one trip. Thus, travel and time costs would be split among each of the respective assistance programs. This can be compared to a worker who, although responsible for QC reviews in more than one assistance program, conducts a food stamp case QC review separately for a case that receives other types of assistance. Here, time and travel costs are charged to the food stamp program alone. Although we might expect a relatively higher cost per review in those States with either separate food stamp reviewers or reviewers who handle each program's case QC review separately, the data provided by the respondents do not support this assumption.

In addition to having responsibility for non-food-stamp QC reviews, the QC unit also may have responsibility for activities not related to QC. Respondents in the States were asked to indicate whether the QC unit has major responsibilities beyond QC; 38 percent of the States indicate that their QC units do in fact have additional responsibility. (See appendix table B.6.) Not surprisingly, the additional duties of these

^{10/}As noted earlier, only one state, Massachusetts, has an integrated review process that includes the food stamp, AFDC, Medicaid, and general assistance reviews.

^{11/}This table combines information about the States that is shown earlier in Table 2.1 and appendix tables B.5 and B.6.

TABLE 11.10

A COMPARISON OF QC REVIEW PROCESS
ADMINISTRATION AND COST PER QC REVIEW^{a,b}

TYPE OF QC CASE REVIEW ADMINISTRATION

	QC Reviewers -- Food Stamp Cases and Other			Total
	QC Reviewers -- Food Stamp Cases Only	Assistance Programs, Non-Integrated Reviews	QC Reviewers -- Integrated Reviews	
Under \$300	0	2	4	6
\$300 - 400	2	3	6	11
\$401 - 500	4	2	1	7
\$501 - 600	3	2	3	8
\$601 - 700	3	1	3	7
Over \$700	1	3	2	6
Total	13	13	19	45

COST PER
REVIEW

^a Data on the cost per review are missing for 8 states.

units most often involve corrective action planning, management evaluations, or error-prone targeted reviews. In any case, the mix of responsibilities that exist appear reasonable since they tend to all relate to enhancing program quality or operations. QC data analysis for the food stamp program and the preparation of QC reports may also be tasks that are assigned to the QC review unit. Based on the responses shown in appendix table B.6, we see that this is in fact the situation in 64 percent of the States. However, in the other 36 percent of the States, another unit in the state agency is responsible for QC data analysis and report preparation. Among this latter group, a research and analysis bureau is most often assigned these tasks. In two-thirds of the States who do assign this portion of the QC process to another unit, that unit is involved with other tasks as well. Overall, these tasks include analysis for other assistance programs and statistical reporting.

One additional point should be noted. Among those States whose QC units have responsibilities beyond the QC case review, five States have other units that analyze the data and prepare reports. Therefore, 28 percent of all the States that responded carry out the entire QC review process themselves and have responsibility for tasks other than QC review. Although this implies a greater workload for the QC review unit, it does not necessarily indicate that the QC reviewers have the responsibility for carrying out these additional tasks.

III. SUPPLEMENTATION OF BASIC QC SYSTEM

In addition to providing a means of detecting errors in the caseload, the QC system provides a rich source of information about the nature of the Food Stamp Program that is used routinely by both States and FNS. The data can be used to both identify areas of vulnerability (e.g., offices or workers with particularly high error rates or types of recipients who are prone to error), which in turn can serve as a basis for corrective action strategies, and--in a more limited way--to monitor program performance on an ongoing basis. The basic QC system was, however, designed principally as a means for FNS to measure States' performance and to hold them accountable for program errors that are considered to be unacceptably high. It was not developed to meet all of the management information needs that state program directors might have.

This part of the report examines various ways in which States have built upon the basic QC system and/or incorporated data from management evaluations to improve their ability to maintain program accountability. The first section focuses on the collection of additional data on cases selected for QC review, while the second section deals with efforts to supplement the basic QC process by increasing the size of the sample of cases that are reviewed. Part IV discusses ways in which States use these data for management purposes.

A. COLLECTION OF SUPPLEMENTARY DATA

As part of the QC process, reviewers collect and record a great deal of information about the applicant and the original eligibility determination performed by the respective local office. However, because the need to fulfill the requirements of the QC regulations involves gathering client information from existing case records, third-party contacts, and the household itself, some States have taken the opportunity to "piggy-back" other data collection activities on to the existing system. For a very small marginal cost, a state can obtain very valuable information for use in managing the Food Stamp Program as well as for other program purposes.

Table III.1 presents information about those States that reported having expanded the basic QC review schedules by collecting additional information. Of the 53 state agencies

TABLE III.1
COLLECTION OF SUPPLEMENTARY DATA AS
PART OF QC REVIEWS

State	Are the Data Collected For . . .		What Data Are Collected						Utility/ Heating Sources	Other ^{1/}
	All Cases	Subsample	Demographic Characteristics	Welfare Participation History	Work Experience	Monthly Reporting	Identify Caseworker			
Alabama	YES		X						X	
Arkansas	YES		X					X		X
California	YES		X							
District of Columbia	YES		X	X	X					
Florida	YES					X				
Indiana	YES					X				
Kentucky	YES		X		X					
Maryland	YES			X	X					X
Massachusetts	NO	VARIES								X
Michigan	YES		X	X						X
Minnesota	YES		X			X				X
Mississippi	YES		X					X		
Missouri	YES		X			X				
Montana	YES							X		
Nebraska	YES			X						
New Hampshire	YES									X
New Jersey	YES								X	
New York	YES		X	X	X					
Oklahoma	YES					X				
Tennessee	NO	200 ^{2/}	X		X					
Texas	YES					X				
Utah	YES		X	X	X					
Vermont	NO	100							X	
Virginia	YES					X				
Wyoming	YES					X		X		

^{1/} Other (vehicle value, rent, identify supervisor, child support, detailed shelter costs, student information).

^{2/} Only collected during January and February.

included in this study, 25 (47 percent) regularly obtained such supplementary data. In all but three States, the additional information is obtained for all cases selected for inclusion in the QC sample.

The types of information collected are fairly broad in nature. Thirteen States supplement the review process by collecting additional demographic information about the household:

- eight States identify whether the household is subject to the requirements of monthly reporting;

- six collect information regarding the household's welfare participation history;

- six include information dealing with employment experience;

- four identify the individual caseworker responsible for the original eligibility determination;

- three collect data on heating arrangements or utility use (including an ongoing fuel survey); and

- six collect other types of information, including data on the value of any vehicles owned, additional information on shelter costs, child support payments, information on students who may be living in the household, and the identity of the supervisor of the assigned eligibility worker.

For the most part, States appeared to have availed themselves of the chance to improve their understanding of program operations by the collection of additional QC data. Of particular interest are those States that identify the individual eligibility worker (and in a few instances, even the first-line supervisor) as a means of assessing the extent to which particular workers account for an inordinate number of case errors.

B. SUPPLEMENTATION OF THE QC SAMPLE

In addition to collecting more information about the cases that are selected for QC review, States have also increased the number of cases they sample. There are three ways in which

this can be done: additional cases can be sampled and the review data reported to FNS as part of the regular QC reporting system; additional cases can be selected and reviewed using the same procedures in use in the basic QC system, but the data are not reported to FNS; or additional cases can be selected and reviewed using a different set of procedures altogether. States' use of each of these three options is discussed below.

Supplementary
Review
Data Reported
To FNS

As shown in table III.2, only four States reported selecting a larger sample than Federal regulations require, reporting the case review data to FNS. The additional sample was, in all cases, selected and reviewed using the same procedures currently employed for the basic QC sample.

Two of the four States increased the size of their sample to augment the precision of the estimated state error rates. Three States reported using the additional case review data to better analyze errors by individual local offices; two of these States also used the additional data to better assess the nature and causes of food stamp errors. One state, Massachusetts, added 60 cases to the QC sample to fulfill the requirements of a special demonstration project; presumably, they would not continue to draw an additional sample of cases when this special study is completed.

This sample supplementation is exclusive of any routine oversampling States perform to compensate for "nonresponse." The general procedure used to select QC samples begins first with the construction of the universe from which the sample will be selected, usually all cases that received some benefits anytime during the month to be sampled. Once the universe has been established, the required annual sample (e.g., 1,200) is divided into monthly samples (e.g., 100 cases per month). However, because States have found that they usually need to select more cases than they are required to review for FNS, they typically increase the monthly samples by anywhere from 10 to 20 percent. This oversampling is required to compensate for cases that are eventually dropped from the sample because of a number of reasons, including households that cannot be located (e.g., they may have been active sometime during the sample month but have subsequently moved out of the state) and uncooperative clients.

TABLE III.2
STATES REPORTING SUPPLEMENTATION OF
BASIC QC SAMPLE FOR DATA REPORTED TO FNS

State	Required Sample	Additional Reviews	Reason for Supplementation
Massachusetts	1200	60	SSI Demonstration Project.
New Hampshire	400	68	Increase precision of error rate estimates; to allow detailed analysis of causes of error; to allow analysis by local office.
New York	1200	Varies by Local Office	To allow analysis by local office.
Oregon	2400	578	Increase precision of error rate estimates; to allow detailed analysis of causes of error; to allow analysis by local office.

Supplementary
Data Not
Reported
To FNS

Use Same Review Procedures as Basic QC Sample. The QC review process, as discussed previously, is an expensive activity with a median cost of about \$479 per completed review. It is, therefore, somewhat surprising that some States would select a supplementary sample of cases for review using the detailed verification procedures required by FNS regulations, and yet not incorporate these data into the calculation of the state's error rate.

Six of the 53 state agencies included in this study reported conducting such additional reviews (see the left-hand side of table III.3). The number of supplementary reviews ranged from 35 in Indiana to 4,800 in Hawaii. Three of these States used the data to analyze error rates by local office, three improved their ability to evaluate the nature and causes of program errors, two States used the additional reviews to identify and correct errors in the foodstamp caseload beyond those that are detected through the basic QC process, and one state (Hawaii) reported that they used the additional reviews to identify (and correct) case errors prior to selecting the sample for the required QC process.

Two of the six States selected the sample of additional cases for review using an error-prone modeling procedure instead of random sampling. Two of these were the same States that reported using the information obtained from the supplementary reviews to identify and correct errors that are not detected through the basic QC system. By focusing their attention on those cases "most likely to be in error," these States are trying to increase their ability to prevent future overpayments. The additional reviews not only provide a greater opportunity to detect and correct existing case errors, but also improve their ability to implement corrective action plans that can prevent future mistakes.

Use Different Procedures Than Used in Basic QC System. This last area includes general management reviews. In some cases, the reviews are undertaken as part of the required program Management Evaluation (ME) review process. In other instances, these efforts are initiated by the state to improve program monitoring and accountability. Unfortunately, the data obtained as part of this survey do not allow us to distinguish between the two types of special reviews.

TABLE III.3
STATES REPORTING SUPPLEMENTATION OF
BASIC QC REVIEW SAMPLE: DATA NOT
REPORTED TO FNS

STATE	USE REVIEW PROCEDURES SAME AS BASIC SAMPLE			USE DIFFERENT REVIEW PROCEDURES			
	SAMPLE SIZE	REASON FOR SUPPLEMENTATION ^a	ANY DIFFERENCES IN HOW SAMPLE SELECTED?	SAMPLE SIZE	REASON FOR SUPPLEMENTATION ¹	TIME REQUIRED PER REVIEW (HOURS)	How Sample ^b was Selected
Alabama	--	--	--	500	3	DK	2
Arkansas	480	3	no	--	--	--	--
California	1000	2,3	DK	20	2	DK	1
Delaware	--	--	--	5,000	1,2	1.2	3
Hawaii	4800	2,3,4	no	--	--	--	--
Illinois	--	--	--	4,450	1,2	0.5	1,4
Indiana	35	2	no	--	--	--	--
Kansas	1680	5	Error-Prone	--	--	--	--
Maryland	--	--	--	23	1,2,3	5.5	5
Massachusetts	--	--	--	20,000	2,3	DK	1
Minnesota	--	--	--	1,320	2,3	1.4	5
Montana	--	--	--	3,000	2,3,6	DK	7
New Jersey	--	--	--	1,000	1,2,3,6	DK	4,6
New York	--	--	--	DK	3	8.0	8
North Carolina	--	--	--	DK	7	DK	7
North Dakota	--	--	--	500	6	DK	1,11
Pennsylvania	4000	5	Error-Prone	--	--	--	--
South Dakota	--	--	--	8,000	3,6	DK	3
Texas	--	--	--	200	8	--	DK
Utah	--	--	--	4,200	2,3,6	1.1	3
Virginia	--	--	--	4,500	3,6	DK	9
Wisconsin	--	--	--	300	7	2.9	3
Wyoming	--	--	--	Ad Hoc	2,3	0.7	10

^a1=Increase precision of error estimate; 2=Analysis of causes/nature of errors; 3=Analysis by office;
4=To correct benefits prior to drawing QC sample; 5=Identify errors not in QC sample; 6=Measure performance of individual workers; 7=Corrective action; 8=Special studies as needed.

^b1=Sample selected randomly at individual offices; 2= For a sample of counties, all certifications go to Q.C. reviewer; 3=Error prone case selection model; 4=Random sample of recertifications done in prior 4 months; 5=Sample selected same as basic Q.C. sample; 6=Targeted at 2 largest local offices; 7=Targeted at offices with highest error rates; 8=Varies by local office; 9=Informal review by policy specialist; 10=Targeted on special problems (e.g., workers with high error rates; 11=Field reviewers select cases randomly of particular type; (e.g., NPA cases).

With regard to the ME reviews, the Food Stamp Program employs the use of two accountability systems--the basic QC review system and the ME review. The ME system is designed to provide information about performance in individual local food stamp offices. ME reviews must be conducted once a year in a "large" project area (over 7,000 cases), once every 2 years in a "medium" project area, and once every 3 years in a "small" project area (less than 250 cases). Within each project area, the offices to be reviewed are generally chosen at random.

Management Evaluations are broad-based reviews of office compliance with all areas of Food Stamp Program regulations. Included as a part of the office review is an audit of a sample of cases. Unlike the QC review process, however, there is no independent verification of the household's actual circumstances. Rather, this type of review is restricted to an evaluation of the case record to detect the extent to which there has been a procedural error in the determination of eligibility.

The right-hand side of table III.3 provides information on those States reporting the use of supplementary management reviews of individual case records. Of the 53 States in the survey, a total of 18 reported having implemented some type of management review system. The size of this activity varied substantially, from less than 100 additional reviews in California and Maryland to 20,000 in Massachusetts. It is uncertain why the number of reviews conducted in California and Maryland is so much smaller relative to other States. One possible explanation is that the wording of the question did not clearly specify that the number of reviews applied to individual case records. It is unlikely that so few cases would be examined across an entire state if, as in Maryland, the intent of the review is to analyze errors by office. One possible explanation might be that California and Maryland conduct 20 and 23 separate reviews, respectively, each of which examines a certain number of case records.

The reasons why States conduct these management reviews include: the need to obtain additional data to permit an analysis of either the nature and causes of errors (10 States) or of errors by individual local offices (11 States); to measure the performance of individual eligibility workers (6 States); to increase the precision of estimates of error rates (4 States); and to meet special management needs for program information (3 States).

In all cases, these management reviews were restricted to an examination of the case files; no collateral contacts or interviews with recipients were performed as part of the review. Consequently, the time required to conduct the management reviews was generally much less than that required for the detailed audits required as part of the basic QC process. For those States that tried to estimate the average time needed to conduct these reviews, the average time required was about 10 percent of that estimated for the median QC review.

Beyond the common use of file review procedures, the ways in which the management reviews were conducted varied substantially.

Four States selected random samples of cases at individual local offices.

Four States focused the reviews on particular offices (one state sampled offices and then reviewed all recent certifications, another targeted its efforts on the two largest offices in the state, and two focused on those offices with the highest error rates).

Eight States targeted the reviews toward specific types of cases (four employed the use of an error-prone model, two selected random samples of recent recertifications, and two emphasized varying types of cases depending on information needs).

Two States selected cases using the same procedure used in the basic QC system.

The final two used informal procedures that typically varied by office.

In an attempt to determine whether the type of review process in a state influenced the level at which States chose to supplement the basic QC system by collecting additional data and/or increasing their review sample size, the propensity to supplement the review process was examined separately for States with integrated and nonintegrated reviews. As shown in table III.4, although the type of supplemental activity varies, there is little difference in the level of QC supplementation conducted by States with integrated and nonintegrated reviews. Although it was hypothesized that States conducting integrated reviews might take advantage of having case record

TABLE III.4

LEVEL OF SUPPLEMENTATION
TO THE BASIC QC SYSTEM
(INTEGRATED VERSUS NONINTEGRATED STATES)

	TYPE OF SUPPLEMENTATION			
	Supplement Sample			
Supplement the QC Review Process	Collect Supplemental Data from Normal QC Sample	Report to FNS	Not Reported to FNS, Same Review Procedures as	Not Reported to FNS, Different Review Procedures

data available for more than one assistance program, cross program analyses may be of limited utility because of the distinctive administrative structures of the individual programs. Certainly, the census data do not show evidence of such analysis activity.

IV. ANALYSIS OF QC SYSTEM DATA

As mentioned in part III, some States have expanded their QC review activities by collecting additional data during the normal QC review and/or conducting supplementary reviews. Both of these efforts enhance the information that is available to States regarding their food stamp caseload. States use the data from the normal QC review, the additional data collected, and the information available from the supplementary reviews to conduct analyses that identify areas of vulnerability in program administration, aid in managing program operations, and allow them to monitor current and future program demands.

Part IV addresses the types of analyses performed by the various state QC units. Specifically, each of its two sections distinguishes between analyses that are conducted with the data collected as part of the normal QC process, and those conducted with data collected during special reviews. A final section looks at state use of FNS software to analyze these data.

A. TYPES OF ANALYSES CONDUCTED USING DATA REPORTED TO FNS FROM THE NORMAL QC REVIEW

During the normal QC review process, additional information is often collected and added to the existing data in the client case record. Most often, this additional information is collected during the verification stage of the review (i.e., assistance program award notices, tax records, employer records). In some instances, States collect even more additional information during the QC case review for management or other program purposes. As shown in table III.1, these data include such information as demographic characteristics and welfare history. Upon completion of the QC review, all the information is available to the QC review unit (or other designated unit) to carry out analysis.

Since the analyses conducted vary from state to state, each respondent was asked to indicate the types of analyses they perform with the normal QC review data. In addition, state respondents were asked to specify how frequently these analyses were conducted. The latter information helps to clarify the state's intent in performing the analysis. For example, an analysis that seeks to identify error-prone local food stamp offices, if conducted regularly, is most likely done to monitor

and manage current program operations. On the other hand, if the study is a rare or one-time occurrence, its intent might be to provide a snapshot view of current local office performance to address a recent error rate increase.

We identified seven types of analyses the States were likely to carry out, and allowed respondents to specify any other type not already mentioned. A summary of the statewide responses to this question is shown in table IV.1. (Refer to appendix table B.7 for individual State responses.)

Two types of analyses appear to be relatively prevalent among the States--those that identify error-prone categories of cases and those that identify error-prone offices. These analyses are conducted routinely in 71 percent of the States. This prevalence mostly likely occurs because the data needed to make these identifications would be readily available from the normal case QC review, even if the state did not collect supplementary data. In addition, each of these analyses is targeted toward the "bottom-line" goal of the QC system--to reduce erroneous food stamp eligibility decisions and benefit payments. If States are able to identify particular categories of cases that have a high probability of being in error, they can implement action that seeks to reduce eligibility and payment errors for these cases, thereby reducing their own error rate. For example, if a significantly large proportion of households with unearned income is found to contain errors within the QC review caseload, the state might require local office eligibility workers to pursue documentation of this income during certification or recertification more stringently. Similarly, if certain local offices are represented disproportionately in the QC sample of caseloads, the state might decide to study the administrative operations in these offices to determine why such errors occur, and propose modifications to their food stamp administration that might rectify these problems.

It is also significant that an analysis that attempts to identify error-prone case categories occurs with some frequency in every state in the census; 71 percent of the States perform such analysis routinely and 29 percent do so occasionally. No state indicated that they rarely or never undertake such studies. Only 14 percent of the States rarely or never seek to identify error-prone offices.

TABLE IV.1

SUMMARY OF STATE ANALYSES CONDUCTED
AS PART OF NORMAL QC REVIEW

	Routine	Occasionally	Rarely/Never
Identify Error-Prone Cases	71%	29%	0%
Identify Error-Prone Offices	71	16	14
Describe the Food Stamp Caseload	41	41	18
Project Caseload Size/Characteristics	35	27	37
Evaluate Changes in FS Policy/Administration	34	38	27
Project Effect of Policy/Procedural Changes	26	36	38
Identify Error-Prone Workers/Groups of Workers	20	22	59

It also appears that the normal QC review data are frequently used to describe the food stamp caseload. Eighty-two percent of the States conduct this descriptive analysis either routinely or on occasion. The descriptions are likely to be useful to States for observing changes or trends in the mix of households that compose their caseload. Further, this analysis may allow them to understand why the state's current level of total food stamp payments has increased or decreased. It might also be used as a first step in identifying error-prone cases.

Data collected during the normal case QC review are also used by a significant percentage of States for program management purposes. In contrast to the studies that serve as starting points to correct eligibility and payment errors, these analyses assist the state in understanding the financial and administrative aspects of the program, as well as the characteristics and needs of the population it serves. Specifically, as shown in both table IV.1 and appendix table B.7, between 26 and 38 percent of the States use the QC review data to make projections of the caseload size and its characteristics in future periods, evaluate the impact of changes in food stamp policy or procedures, and project what effects a change in program policy or procedures will have on their caseload or program administration. Slightly more than a third of the States (35 percent) indicated that they routinely projected their caseload size and characteristics, and 27 percent use the normal QC review data to do these projections on occasion. Some of the States specifically mentioned doing so for purposes of selecting the QC case review sample. Although these projections are made with some frequency by more than half of the States, another 37 percent of the respondents indicated they rarely or never used the normal QC review data for this purpose.

Analyses that either evaluate changes in policy or project the effects of these changes also appear to be subject to the preferences of individual States (see table IV.1). Although 34 and 26 percent of the States, respectively, indicate that they routinely perform such analyses, this use of QC review data is likely to be the exception rather than the rule. Thirty-eight percent of the States perform analyses to evaluate changes on an occasional basis, and 36 percent project the effect of these changes with the same frequency. Some States mentioned that such analyses were performed only upon request. Twenty-seven percent of the States rarely or never attempt to evaluate policy changes, and 38 percent rarely or never try to project these changes.

Interestingly, among all the types of analyses about which we inquired, studies that identify error-prone workers or groups of workers were by far the least likely to be conducted (59 percent of the States indicated that this type of analysis was rarely or never done). As noted in part III, some States collected data that identified the eligibility workers who had worked on the case during the review period. However, only 20 percent of the States routinely seek to identify whether certain workers (or groups of workers) are inordinately found to be in error. Another 22 percent do so on an occasional basis.

Only seven States specified conducting other types of analyses with the normal QC review data. These include computing NPA and PA error rates, describing client and office trends, and performing causal analysis and error specification.

B. TYPES OF ANALYSES CONDUCTED USING DATA COLLECTED THROUGH SPECIAL SUPPLEMENTAL REVIEWS

States may elect to perform special case reviews to supplement the normal QC review process. As explained in Part III, these reviews may involve: adding cases to the normal QC sample (using the same procedures in effect for the normal QC review) and reporting the data to FNS; adding cases to the normal QC sample (as above) and not reporting the data to FNS; or performing special management reviews whose results are not reported to FNS. The data available for these analyses vary depending on the type of case review conducted in the state. As indicated in part III, the special management reviews were restricted to an examination of the case file as well as an examination of other documents in the certification or issuance office (e.g., Household Issuance Records, FNS-25 and -46 reports, etc.). However, the other two methods of review follow normal QC review procedures. Thus, the information gathered while verifying case record information is also available. To get a complete understanding of the special review procedures used in a state, as well as their use of these data for analysis, the reader can examine tables III.2, III.3, and appendix table B.8.

Although a relatively small number of States perform special case reviews (see tables III.2 and III.3), all States were asked to identify the type of analysis they perform using the

TABLE IV.2
SUMMARY OF STATE ANALYSES CONDUCTED
AS PART OF SPECIAL REVIEWS

	Number of States		
	Routine	Occasionally	Rarely/Never
Identify Error-Prone Cases	17	7	0
Identify Error-Prone Workers/Groups of Workers	11	7	6
Identify Error-Prone Offices	14	7	2
Describe the Food Stamp Caseload	4	11	9
Project Caseload Size/Characteristics	2	5	17
Evaluate Changes in FS Policy/Administration	4	11	9
Project Effect of Policy/Procedural Changes	2	11	11

data they obtained through these reviews. Respondents were also asked to report the frequency of their occurrence. The types of analyses we identified are the same as those identified for analyses conducted with the normal QC sample. A summary of the state responses is shown in table IV.2. (See appendix table B.8 for individual State responses.) Of those 24 States that have data available for analysis from some type of special review, most use these data to conduct error-prone analyses. As is the case with data collected through normal QC reviews, an analysis that seeks to identify error-prone case categories is most prevalent; 17 States use their special review data for this purpose on a routine basis and 7 do so occasionally. Fourteen States regularly perform an analysis to identify error-prone local offices, while seven States perform this analysis occasionally. (As noted in the previous section, this type of analysis was also performed on a relatively frequent basis with the normal QC review data.) Another 11 States routinely use the special review data to identify error-prone workers. This same type of analysis is conducted occasionally in seven States. This is slightly less than the number of States that use normal QC review data for the same purpose. It is interesting that States use both normal review and special review QC data for each of these three types of error-prone analyses. However, its use for error-prone analysis is consistent with the reasons given by respondents for collecting data in special reviews (see part III).

Fifteen States, on either a regular or occasional basis, use their special review data to describe the food stamp caseload, or to evaluate the impact of changes in food stamp policy or operations. Thirteen States indicated that the data are used to project the effect of such changes. Projecting the size and characteristics of the food stamp caseload using special review data is a relatively infrequent occurrence; only seven States indicate doing so with any frequency.

Only four States specified using special review data for another type of analysis. Minnesota and New Jersey use special review data to develop corrective action strategies. Pennsylvania conducts these types of reviews to study wage matching, and Montana did not specify their use of these data.

C. USE OF FNS-PROVIDED SOFTWARE

Computer files store the QC review data that States use when they perform these various types of analyses. This method of

storage also enables the States to send these data to the central FNS offices. To facilitate creating these files, a set of software, which was developed by a contractor for FNS, is made available to the States. This software runs on a Televideo microcomputer system and transmits a state's individual case data over telephone lines to FNS. This software also enables States to perform all required analyses to arrive at the error rate statistics they must report to FNS. In addition, this software has other analytic program capabilities.

In conducting the QC portion of the census, we asked each state respondent whether their state used the FNS software to analyze their QC data. Seventy-one percent of the States indicated that they do indeed use this software. In addition, in those States where it is being used, 86 percent use it to carry out error-prone analysis. (See appendix table B.9.)

This information appears to indicate that the use of this software is relatively widespread among the States. However, other comments made by several of those States that specified using the software should be considered along with the responses that appear in appendix table B.9.

Several States mentioned that the FNS software, while used in their state, was not their primary means for obtaining data for analysis. Other States indicated that the software was either used occasionally, or believed not to be useful at all (i.e., one state considered it "too bulky," while another felt it was only suited to urban States). One state that indicated using the software specified using it only for their AFDC QC review data and analysis, not for food stamps. Finally, several of the States mentioned using it solely to generate reports for FNS.

V. SELECTED OPERATIONAL CHARACTERISTICS

The final module of the QC census instrument was designed to gather information on various operational characteristics of the QC review system. These characteristics help to describe:

- the procedures state QC reviewers follow when they visit local offices during the review;

- the extent of a QC reviewer's responsibility for giving the final error determination decision; and

- whether individual States review the initial QC reviews performed by their QC reviewers.

First, we discuss the type of notification given to the local offices when the state is planning to carry out their QC reviews. We also describe any preparations that are made by the local offices for these reviews. Second, we describe who, aside from the QC reviewer, is involved in determining whether or not there is an error in one of the sampled cases subject to the QC review. Finally, we address state re-reviews of the initial QC case review determinations.

A. LOCAL OFFICE NOTIFICATION/PREPARATION

Before conducting the review, State QC reviewers need to obtain the sampled case records from the LFSAs. To gather these records, the reviewers may travel to the local offices themselves and pick up the case records, or they may request that the local offices mail the respective case records to them. If the reviewer plans to pick up the case records they may or may not notify the local office of their plan to visit. We might expect that the reviewer's method of collecting the case information will, to some extent, influence the record-keeping procedures in a local office.

For instance, if a state QC unit never notifies the LFSA in advance of their visits, the local office might be careful to maintain and consolidate all pertinent case record information for their caseload. The local office might do so to insure that all information that was available to an eligibility worker when the final case disposition was made will be intact for the review. The reviewers, however, might prefer to notify the local offices so that the sampled case files would be ready when they arrived. In addition, the local office would then be able to make copies for their own use in the event that a case action would take place during the review cycle.

In conducting this portion of the QC census, we asked the state respondents to indicate whether the QC reviewers notified the local offices when they were planning to visit to conduct their reviews. Of the States that responded (51 of the 53 census States), 90 percent said that they gave the local office some type of notification. Most often (87 percent of the States), the state QC reviewers simply identified which local cases were subject to review. Sixty-three percent of the States request that the selected QC review case files be sent to them. A significant proportion of States, 54 percent, inform the local office of the date when the review will take place. The state-by-state responses are shown in columns 2 to 4 of table V.1.

Regardless of whether the QC reviewers obtain the case record information themselves, or request the case information be sent to them through the mail, certain difficulties can arise. For instance, if reviewers request that case record information be sent to them, the local office may have difficulty locating all of the case information. This delays receipt of the case record and makes it difficult for a reviewer to complete the QC review within 30 days. If the reviewer visits the local office without having specified the cases that will be reviewed, they might spend time waiting for the case record and other related materials to be assembled.

Depending on the type of notification they receive, local offices may or may not make preparations for the review. We asked the States to specify how local offices prepare for the reviews, and whether these preparations take place before or after the reviewer arrives. Forty-six States specified the kind of preparations made by local offices for the review. In general, these preparations involve pulling the case files included in the QC sample and, if requested, mailing them to the QC reviewer. A few States assemble other material related to the case. In Hawaii, for example, the local office supervisor reviews the case files before they are mailed in. In 40 States, the local office prepares for the review before the state QC reviewer arrives. Another six States pull the case files for the QC reviewers after they arrive. (See appendix table B.10 for individual State responses.)

B. RESPONSIBILITY FOR ERROR DETERMINATION

If, during the case review, the QC reviewer discovers a variance between either the case record and verified documentation, or the current case disposition (as of the

review date) and the disposition arrived at by the reviewer, it must be determined whether the case does in fact contain an error. This involves determining if the identified variance(s) is (are) to be included in, or excluded from, the error determination using the procedures outlined in the Quality Control Review Handbook (i.e., if the variance is a result of circumstances that occurred following the last certification action or if the change was not and should have been reported by the household).^{11/} The responsibility for making this initial decision may lie with the reviewer alone, or with the reviewer and other individuals.

The QC census respondents were asked to describe who is involved in making the initial error determination. As shown in table V.1, 20 States indicated that other individuals, along with the reviewer, were involved in the error determination process. Columns 1 through 4 of this table list these other personnel. In all but one of these States, the reviewer's supervisor plays a role in determining whether the case is in error. In eight of these States, only the reviewer and his/her supervisor are involved. In three States, these two individuals are assisted by a policy specialist. In Montana, the policy specialist works with the QC reviewer exclusively to determine case error. In the eight remaining States, a greater number of individuals play a role in determining case error. These include some combination of the reviewer, the reviewer's supervisor, a policy specialist, other reviewers, and other food stamp personnel who vary from state to state. Including other persons in the error determination stage may add time to the QC review process, since the reviewer may have to brief these other members on the details of the case. However, some States may consider the input of more individuals at this stage to be beneficial, since the determination of error often involves complex decisions. For example, if the gross income a household received during the time period(s) used to determine its eligibility and allotment level for the sample month differs from what is shown on the sample month worksheet (as of the review date), a determination must be made of whether the difference results in a variance that should be included in the

^{11/} Food and Nutrition Service. April 1984, p. 120.

error determination. A variance that results from the nonverified portion of a household's gross nonexempt income will be excluded from the error determination if there is conclusive documentation by the local agency that this income could not be verified at the time of certification.^{12/} In this instance, it might be helpful if such a subjective decision (whether the local agency could have verified this income at the time of certification) were based on the input of more than one individual, rather than leaving the decision to the reviewer alone.

States might also specify whom a reviewer should consult if a food stamp policy-related question arises during the error determination process. Respondents were asked to identify who assists the reviewers when this type of issue arises. (Individual state responses are shown in appendix table B.11.) Given these responses, it appears that most often (17 States) the reviewer's supervisor answers these questions. In 13 States, a reviewer's supervisor and a policy specialist assist QC reviewers when policy questions arise. A policy specialist alone is consulted in another eight States. In the remaining 14 States, another individual, such as the QC supervisor, may handle food stamp policy-related questions alone or in conjunction with the reviewer's supervisor and/or policy specialist. Given the complex set of food stamp eligibility criteria and rules for their application, it is not surprising that each state in the census (excluding one non response) specified at least one person whom a reviewer would contact if a policy-related question arose during the error determination process.

C. RE-REVIEW OF QC CASES

States may also elect to internally re-review the sampled QC case reviews after the initial error determination has occurred. As mentioned above, the reviewer's supervisor, policy specialist, or other staff are often involved with the reviewer during the initial error determination process. However, States may prefer to re-review cases internally to

^{12/} Food and Nutrition Service, April 1984, pp. 129-130.

insure that case determinations were made correctly. Certainly, there is an incentive for States to check those cases that are found to be in error. Cases that are found to contain an incorrect error can affect a state's error rate. However, it might also be assumed that States would prefer to find any type of incorrect case determinations (either determined to be in error and is correct, or error not found when some aspect of the case actually is correct) rather than the

The individual or group responsible for conducting these reviews varies from state to state, and also varies depending on the type of cases subject to a review. Based on the information provided by the state respondents (shown in appendix table B.12, columns 5 through 10), it is clear that the reviewer's supervisor is almost always involved in re-reviewing the sampled QC cases. Of the 50 States that responded, all but 3 mentioned that this supervisor is involved in conducting the internal re-reviews. Several States indicated that supervisory review is a relatively common practice. At least nine States told us that the reviewer's supervisor always checks the sample case after the initial error determination is made.

Twenty-six States indicated that a policy specialist is involved in conducting their re-reviews, and 24 States mentioned the involvement of the QC division director. The local offices in 17 States are given the opportunity to review their portion of the QC sample caseload after the state makes their initial determination of error. Special review committees exist in 16 of the States to conduct internal re-reviews, and 20 States mentioned other individuals, such as a Corrective Action Coordinator, who take part in the re-review process.

It is important to note that, in many States, several of the individuals or groups mentioned are involved concurrently in the internal re-reviews. In other States, sequential reviews of cases occur. This latter type of review usually occurs for cases that are initially determined to contain an error. In some instances, this involves an initial supervisory review, a review by a policy specialist, and, finally, if these individuals still concur that the case is in error, the case is sent to the original local office for review and comment.^{14/} As another example, in Minnesota, all cases are re-reviewed by field supervisors. Upon completion, these supervisors send the cases to the state supervisor. Finally, the cases believed to contain an error are reviewed again at a meeting of the field supervisors, state supervisor, policy specialist, and director

^{14/}At this stage, the local office is usually allowed, with good reason, to contest the initial error determination.

of the QC/Corrective Action Unit. These persons discuss each case and determine whether the case should be considered in error. Other States mentioned that the corrective action coordinator/committee is involved in the re-review process to gather information about problematic case areas that should be targeted in the state's corrective action plan.

The extensive number of cases subject to review and number of individuals involved in conducting these reviews implies that States regard these internal re-reviews as an important component of their QC systems.

APPENDIX A

ID #

QUALITY CONTROL
STATE CENSUS INSTRUMENT

MODULE 1: ORGANIZATIONAL INFORMATION

1.00 What is the name of the organizational unit that is responsible for carrying out food stamp Quality Control reviews in (STATE)?

1.01 For what programs other than the Food Stamp Program does this unit carry out QC reviews? (CIRCLE "1" OR "0" FOR ALL ITEMS.)

YES NO

AFDC.....	1	0
MEDICAID.....	1	0
GENERAL ASSISTANCE.....	1	0
OTHER.....	1	0

(SPECIFY)

1.02 Does this unit have any major responsibilities apart from conducting Quality Control activities? IF YES, ASK--Please describe these responsibilities briefly.

YES.....	1
NO.....	0

NOTES:

1.03 Is this unit also responsible for analyzing QC data and preparing reports?

YES.....(GO TO 1.07).....	1
NO.....	0

1.04 What is the name of the unit responsible for analyzing food stamp QC data and preparing reports?

- 1.05 For what programs other than the Food Stamp Program does this unit carry out similar analytic and reporting activities? (CIRCLE "1" OR "0" FOR ALL ITEMS.)

	YES	NO
AFDC.....	1	0
MEDICAID.....	1	0
GENERAL ASSISTANCE.....	1	0
OTHER.....	1	0

(SPECIFY) _____|_|_|

- 1.06 Does this unit have any major responsibilities apart from these analytic and reporting activities? IF YES, ASK—Please describe these responsibilities briefly.

YES.....	1
NO.....	0

NOTES:

- 1.07 Are food stamp QC reviews integrated with the reviews for other programs in (STATE)? (INTERVIEWER: WE ARE ASKING HERE ABOUT INTEGRATION OF THE REVIEW, NOT OF THE SAMPLE OF CASES REVIEWED)

YES.....	1
NO....(GO TO 2.00).....	0

- 1.08 With what other programs are the reviews integrated? (CIRCLE "1" OR "0" FOR ALL ITEMS.)

	YES	NO
AFDC.....	1	0
MEDICAID.....	1	0
GENERAL ASSISTANCE.....	1	0
OTHER.....	1	0

(SPECIFY) _____|_|_|

MODULE 2: COSTS OF THE STATE QUALITY CONTROL SYSTEM

- 2.00 The next series of questions concerns the costs of operating the QC system in (STATE). In all of these questions, we would like to know the total cost attributable to Food Stamp QC, counting both the State and the Federal share of the costs. If possible, they should be for the most recent available 12-month period.

What were total annual personnel costs for Food Stamp QC. Please break these costs down into the categories shown below. If actual cost data are not available for the individual categories, please estimate the percentage of total QC costs in each category.

Total personnel costs (salaries and fringe benefits) , ,

QC REVIEWERS.....\$, , OR %

PROFESSIONALS DRAWING THE QC SAMPLE..\$, , OR %

PROFESSIONALS ANALYZING QC DATA.....\$, , OR %

PROFESSIONALS PREPARING QC REPORTS
FOR FNS.....\$, , OR %

OTHER PROFESSIONAL STAFF
(EXCLUDING SUPERVISORS).....\$, , OR %
(PLEASE IDENTIFY BELOW.)

CLERICAL AND DATA ENTRY STAFF.....\$, , OR %

SUPERVISORS OF ALL THE ABOVE STAFF...\$, , OR %

- 2.01 What were total annual non-personnel costs for Food Stamp QC, broken down into the following categories:

TOTAL NON-PERSONNEL COSTS.....\$, , OR %

TRAVEL EXPENSES FOR QC REVIEWERS.....\$, , OR %

DATE PROCESSING COSTS FOR DATA
ENTRY AND ANALYSIS.....\$, , OR %

OTHER.....\$, , OR %
(IDENTIFY THESE COSTS.)

2.02 Have any special studies been undertaken to measure any of these cost elements? If so, could we have a copy?

NO STUDIES UNDERTAKEN.....	0
STUDIES UNDERTAKEN, COPY NOT AVAILABLE.....	1
STUDIES UNDERTAKEN, COPY TO BE FORWARDED.....	2

MODULE 3: COMPOSITION OF QC REVIEWER COSTS

3.00 What is the typical background of new Quality Control reviewers in terms of the following characteristics:

a. From a previous position in the welfare department?

YES.....1
NO.....(GO TO 3.00.C).....0

b. From what position typically?

ELIGIBILITY WORKER.....1
ELIGIBILITY WORKER SUPERVISOR.....2
OTHER.....3

(SPECIFY) _____

c. Typical number of years experience in that position?

NUMBER OF YEARS.....

d. Educational attainment?

LESS THAN HIGH SCHOOL GRADUATE.....1
HIGH SCHOOL GRADUATE OR EQUIVALENT.....2
SOME COLLEGE.....3
4-YEAR COLLEGE GRADUATE.....4
EDUCATION BEYOND COLLEGE.....5

3.01 What is the entry-level wage or salary for QC reviewers? What is the average wage or salary for those currently employed?

(ENTER ANNUAL OR HOURLY FIGURE)

a. ENTRY-LEVEL PAY:

ANNUAL SALARY \$ _____
WAGE/HR \$ _____

b. AVERAGE PAY:

ANNUAL SALARY \$ _____
WAGE/HR \$ _____

- 3.02 Counting all assistance programs, what is the total number of full-time-equivalent reviewers. (INTERVIEWER: IF FS REVIEWERS ARE ENTIRELY SEPARATE, JUST COUNT THEM AND ANSWER 100 IN 3.03)

NUMBER OF FTE REVIEWERS _____|_|_|

- 3.03 What proportion of total reviewer time is allocated to the Food Stamp Program?

PERCENT.....|_|_|

- 3.04 How long does a reviewer spend on an average active case QC review, counting all the activities from desk review through write-up?

HOURS.....|_|_|

AND

MINUTES.....|_|_|

- 3.05 In a normal food stamp active case QC review, what percent of the reviewer's time is spent on each of the following activities:

a. Percent for desk review?.....|_|_|

b. Percent for travel?.....|_|_|

c. Percent for interview?.....|_|_|

d. Percent for verification and collateral checks?.....|_|_|

e. Percent for computation?.....|_|_|

f. Percent for error determination?.....|_|_|

g. Percent for write-up?.....|_|_|

h. Percent for other?.....|_|_|

(SPECIFY) _____|_|_|

- 3.06 Altogether, how much time does a QC reviewer spend on a QC review for an average NPA case? Recall that the overall average was ____ hours and ____ minutes. (SEE 3.04 ABOVE.)

HOURS.....|_|_|

AND

MINUTES.....|_|_|

3.07 How much time does a QC reviewer spend on a QC review for an average PA case (counting time spent on non-food stamp aspects of the case)?

HOURS.....|_|_|
AND
MINUTES.....|_|_|

3.07a How much incremental time do you estimate is needed for non-FS aspects for an integrated case?

HOURS.....|_|_|
AND
MINUTES.....|_|_|

3.08 What factors can cause the reviewer to spend a greater than average amount of time on a case? Please rate each factor as leading to a large, medium, or small amount of increased time.

	LARGE (> 60 mins)	MEDIUM (20-60 mins)	SMALL (< 20 mins)
a. Case has earnings.....1	2		3
b. Case has unearned income.....1		2	3
c. Case has 5 or more members.....1		2	3
d. Case received AFDC, Medicaid and food stamps.....1		2	3
e. Case receives GA and food stamps.....1		2	3
f. An error is found in the case.....1		2	3
g. Case is at a remote office.....1		2	3
h. Household lives far from the office.....1		2	3
i. Other.....1		2	3
(SPECIFY) _____			_ _

- 3.15 How much time would a reviewer spend on an "easy" NPA case — that is, an NPA case with very limited income and none of the other difficult characteristics?

HOURS.....|_|_|
AND
MINUTES.....|_|_|

- 3.16 How much time would a reviewer spend on a "hard" NPA case — that is, an NPA case in which most or all of the above factors apply?

HOURS.....|_|_|
AND
MINUTES.....|_|_|

- 3.17 How much time would a reviewer spend on an "easy" PA case — that is, a PA case in with only AFDC income and none of the other difficult characteristics?

HOURS.....|_|_|
AND
MINUTES.....|_|_|

- 3.18 How much time would a reviewer spend on a "hard" PA case — that is, an PA case in which most or all of the above applicable factors apply?

HOURS.....|_|_|
AND
MINUTES.....|_|_|

**MODULE 4: SUPPLEMENTATION OF BASIC QC DESIGN
FOR ACTIVE CASE REVIEWS**

- 4.00 Is it correct that the number of active case reviews conducted annually for the Food Stamp Program is _____? (INTERVIEWER: GET NUMBER BEFORE CONDUCTING INTERVIEW.) IF NOT, ASK--What is the correct number?
- a. YES.....(GO TO 4.01).....1
NO.....0
- b. CORRECT NUMBER.....|_|_|_|, |_|_|_|
- 4.01 Are any "extra" reviews conducted? That is, by how many reviews does the number conducted exceed the minimum required by federal regulations (not counting extra reviews to compensate for non-response?)
- NONE.....(GO TO 4.03).....0
- NUMBER.....|_|_|_|, |_|_|_|
- 4.02 What is the main reason that the state conducts the additional reviews?
- TO GET MORE PRECISION IN OVERALL ERROR ESTIMATE.....1
- TO ALLOW MORE DETAILED ANALYSIS OF CAUSES
AND NATURE OF ERRORS.....2
- TO ALLOW ANALYSIS BY OFFICE OR BY REGION.....3
- OTHER.....4
- (SPECIFY) _____|_|_|
- 4.03 Does the state collect any supplementary information not normally required in active case reviews?
- YES.....1
NO.....(GO TO 4.07).....0
- 4.04 Is this information collected for all cases reviewed for QC purposes, or only a subsample?
- ALL.....(GO TO 4.06).....1
SUBSAMPLE.....2

4.05 For how many cases is this information collected each year?

_____, _____

4.06 What is the nature of the information collected? (CIRCLE "1" FOR ALL THAT APPLY.)

DEMOGRAPHIC CHARACTERISTICS.....1
WELFARE PARTICIPATION HISTORY.....1
WORK EXPERIENCE.....1
OTHER.....1

(SPECIFY) _____

4.07 Does (STATE) conduct any additional reviews that are the same as QC reviews but are not counted as part of the normal QC sample?

YES.....1
NO.....(GO TO 4.11).....0

4.08 How many such reviews are conducted each year?

NUMBER....., _____

4.09 What is the main purpose of these additional reviews?

TO GET MORE PRECISION IN OVERALL ERROR ESTIMATE.....1

TO ALLOW MORE DETAILED ANALYSIS OF CAUSES
AND NATURE OF ERRORS.....2

TO ALLOW ANALYSIS BY OFFICE OR BY REGION.....3

OTHER.....4

(SPECIFY) _____

4.10 Are there any important differences between the way the normal QC sample and the sample of additional review cases is drawn? IF YES, ASK--What is the main difference?

a. YES.....1
NO.....(GO TO 4.11).....0

b. (SPECIFY DIFFERENCE)

4.11 Does (STATE) conduct any special food stamp case reviews for management purposes, apart from those reviews we have already discussed?

YES.....1
NO.....(GO TO 5.00).....0

4.12 What is the main purpose of these additional reviews?

TO GET MORE PRECISION IN OVERALL ERROR ESTIMATE.....1

TO ALLOW MORE DETAILED ANALYSIS OF CAUSES
AND NATURE OF ERRORS.....2

TO ALLOW ANALYSIS BY OFFICE OR BY REGION.....3

TO ALLOW MORE DETAILED ANALYSIS OF
AGENCY ERRORS.....4

TO MEASURE PERFORMANCE OF INDIVIDUAL WORKERS.....5

OTHER.....6

(SPECIFY) _____

4.13 How many of these special food stamp reviews are conducted per year?

NUMBER....., _____

4.14 Are the special review cases drawn similarly to the normal QC sample, that is, as a random sample of all food stamp cases? IF NOT, ASK--How is the special sample drawn?

a. SIMILARLY TO RANDOM SAMPLE...(GO TO 4.15).....1
DIFFERENTLY.....2

b. (SPECIFY PROCEDURES)

4.15 Is the review process for the special reviews the same as the normal QC review process? IF NOT, ASK--What kind of review is conducted?

a. SAME.....(GO TO 5.00).....1
DIFFERENT.....2

b. FILE REVIEW ONLY.....1
OTHER PROCEDURE.....2

(SPECIFY)_____|||

4.16 How much reviewer time does one of these special reviews take? Please express your answer as a percentage of the amount of time required for a normal QC review. (For example, if the special review takes half as much reviewer time as the normal QC review, the answer is 50 percent.)

PERCENT OF NORMAL
QC REVIEW TIME.....|_|_|

MODULE 5: ANALYSIS OF QC DATA

5.00 Which of the following types of analyses are conducted with the data collected as part of the normal QC review process? Please indicate whether each type of analysis is performed routinely, occasionally, or rarely or never.

	ROUTINELY	OCCASIONALLY	RARELY/ NEVER
a. Identification of error-prone categories of cases.....1		2	3
b. Identification of error-prone workers or groups of workers.....1		2	3
c. Identification of error-prone offices.....1		2	3
d. General descriptions of the food stamp caseload.....1		2	3
e. Projections of caseload size or characteristics in future periods.....1		2	3
f. Evaluations of the impact of changes in food stamp policy or administrative operations.....1		2	3
g. Projections of the expected effect of changing policy or procedures.....1		2	3
h. Other.....1		2	3

(SPECIFY) _____

5.01 Does (STATE) use the analysis software made available by FNS to analyze QC data?

YES.....1
NO.....(GO TO 5.03).....0

5.02 Is this software used to carry out "error-prone" analysis?

YES.....1
NO.....0

5.03 INTERVIEWER
CHECK ITEM

IS THE NORMAL QC REVIEW PROCESS SUPPLEMENTED
BY ADDITIONAL QC REVIEWS? "YES" IF ANSWER
WAS YES TO QUESTIONS 4.01, or 4.07, or 4.11.

YES.....1
NO.....(GO TO 6.00).....0

5.04 Which of the following types of analysis are conducted with the data
collected through special reviews supplementing the normal QC review
process? Please indicate whether each type of analysis is performed
routinely, occasionally, or rarely or never.

	ROUTINELY	OCCASIONALLY	RARELY/ NEVER
a. Identification of error-prone categories of cases.....1		2	3
b. Identification of error-prone workers or groups of workers.....1		2	3
c. Identification of error-prone offices.....1		2	3
d. General descriptions of the food stamp caseload.....1		2	3
e. Projections of caseload size or characteristics in future periods.....1		2	3
f. Evaluations of the impact of changes in food stamp policy or administrative operations.....1		2	3
g. Projections of the expected effect of changing policy or procedures....,.....1		2	3
h. Other.....1		2	3

(SPECIFY) _____

MODULE 6: QUALITY CONTROL PROCEDURES

6.00 Do you know of any aspects of the QC review in (STATE) that are significantly more stringent or rigorous than in most other states?

YES.....1
NO.....(GO TO 6.00.02).....0

6.00.01 Please describe the points on which (STATE) is more rigorous.

6.00.02 Do you know of any ways in which other states generally carry out more stringent review procedures than (STATE)?

YES.....1
NO.....(GO TO 6.00.04).....0

6.00.03 Please describe the points on which (STATE) is less stringent.

6.00.04 Do you know of any ways in which your FNS Regional Office differs from other regions in its QC requirements or interpretations?

YES.....1
NO.....(GO TO 6.01).....0

6.00.05 Please describe the differences.

6.01 When the QC reviewer plans to visit a local office to carry out reviews, what kind of notification does the office receive?

NOTIFICATION GIVEN? YES.....1
NO.....(GO TO 6.05).....0

WHAT KIND? (CIRCLE "1" OR "0" FOR ALL ITEMS.)

YES NO

NO NOTIFICATION.....(GO TO 6.05)..... 1 0
NOTIFICATION OF DATE OF VISIT.....1 0
IDENTIFICATION OF REVIEW CASES.....1 0
ASK THAT CASE FILES BE SENT IN.....1 0

6.02 Does the local office normally carry out any preparations for the review, such as pulling the case files and assembling material on the case?

YES.....1
NO.....(GO TO 6.05).....0

6.03 What kind of preparation is carried out?

_____|_|_|
_____|_|_|

6.04 Does this preparation normally occur before the reviewer arrives, or while the reviewer is in the office?

BEFORE REVIEWER ARRIVES.....1
AFTER REVIEWER ARRIVES.....2

6.05 When the reviewer completes the case review, is the initial error determination made by the reviewer alone, or are other persons involved at this point?

REVIEWER ALONE....(GO TO 6.07).....1
REVIEWER WITH OTHER(S).....2

6.06 Who is involved in initial error determination besides the reviewer?
(CIRCLE "1" OR "0" FOR ALL ITEMS THAT APPLY.)

	YES	NO
SUPERVISOR.....	1	0
POLICY SPECIALIST.....	1	0
OTHER REVIEWER(S).....	1	0
OTHER.....	1	0
(SPECIFY)_____		

6.07 If a question of policy arises in the error determination process, who answers it?

REVIEW SUPERVISOR.....	1
POLICY SPECIALIST.....	2
OTHER.....	3
(SPECIFY)_____	

6.08 Does any review of the initial error determination occur (not counting the federal re-review)? IF YES, ASK--What cases are subject to this review?

a. YES.....	1
NO.....(END INTERVIEW).....	2
b. ALL CASES.....	1
RANDOM SAMPLE OF EACH REVIEWER'S CASES....	2
ALL CASES WITH ERRORS.....	3
ALL CASES WITHOUT ERRORS.....	4
OTHER.....	5
(SPECIFY)_____	

6.09 Who conducts the review? (CIRCLE "1" OR "0" FOR ALL ITEMS THAT APPLY.)

	YES	NO
REVIEWER SUPERVISOR.....	1	0
QC DIVISION DIRECTOR.....	1	0
REVIEW COMMITTEE.....	1	0
POLICY SPECIALIST.....	1	0
LOCAL OFFICE.....	1	0
OTHER.....	1	0
(SPECIFY)_____		

6.09a When are they conducted--before or after transmission to FNS?

BEFORE.....	1
AFTER.....	2

6.10 How long does an internal rereview take on average?

HOURS.....		
AND		
MINUTES.....		

APPENDIX B

APPENDIX TABLE B.1

STATES WITH INTEGRATED REVIEWS
QC CASE REVIEW TIME SPENT FOR NPA AND PA CASES
(HOURS)

State	Average NPA Case	Easy NPA Case	Hard NPA Case	Average PA Case	Easy PA Case	Hard PA case	Incremental Non-Food Stamp Time Required For A PA Review
Alaska	12.0	8.0	24.0	13.5	6.5	22.0	1.5
California	^a	-	-	-	-	-	-
Colorado	9.0	7.0	11.0	12.0	9.5	13.5	7.5
Connecticut	12.0	9.0	15.5	12.0	9.0	15.5	-
Georgia	12.75	7.0	21.75	12.25	6.75	22.0	4.0
Idaho	6.5	4.5	6.5	8.0	6.0	8.0	1.5
Illinois	9.0	-	-	12.0	-	-	-
Indiana	20.0	10.0	30.0	18.0	10.0	30.0	2.0
Iowa	7.35	5.0	10.5	11.0	9.0	13.5	-
Kansas	12.15	10.1	14.1	8.15	6.1	10.1	2.15
Massachusetts	9.5	8.5	18.5	11.0	9.0	20.0	2.5
Michigan	12.0	8.0	24.0	12.0	8.0	24.0	6.0
Montana	-	-	-	-	-	-	-
New Hampshire	10.1	8.0	20.0	10.9	7.5	20.0	-
New York	14.0	11.0	20.0	16.0	12.0	22.0	3.3
North Dakota	-	-	-	-	-	-	-
Oregon	8.0	-	-	8.0	-	-	-
Rhode Island	14.0	10.0	18.0	14.0	10.0	18.0	2.5
South Dakota	-	-	-	-	-	-	-
Utah	-	-	-	20.4	-	-	-
Vermont	15.0	8.0	18.0	12.0	9.0	16.0	9.15
Washington	8.1	5.0	10.0	10.0	6.0	12.0	2.1
West Virginia	12.0	11.0	15.0	16.0	14.0	17.0	4.0
Wisconsin	16.0	12.0	16.0	16.0	8.0	16.0	10.0
Wyoming	6.2	5.0	10.0	8.3	6.0	12.0	2.0

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.2

STATES WITH NONINTEGRATED REVIEWS
QC CASE REVIEW TIME SPENT FOR NPA AND PA CASES
(HOURS)

State	Average NPA Case	Easy NPA Case	Hard NPA Case	Average PA Case	Easy PA Case	Hard PA Case
Alabama	13.0	10.0	20.0	13.0	12.0	20.0
Arizona	12.0	7.7	15.75	7.25	7.25	9.85
Arkansas	18.0	10.5	20.5	14.0	10.5	20.5
Delaware	15.5	9.0	15.5	10.5	11.0	12.5
District of Columbia	17.6	15.0	21.7	20.2	15.5	22.4
Florida	17.6	12.0	22.6	17.6	12.0	22.6
Guam	5.0	2.5	7.0	3.5	2.5	6.0
Hawaii	6.25	5.0	9.5	8.25	6.5	9.5
Kentucky	11.0	5.0	18.0	7.0	3.0	18.0
Louisiana	17.0	11.5	23.5	11.0	9.0	15.0
Maine	16.0	10.0	20.0	14.0	8.0	20.0
Maryland	20.0	8.0	30.0	10.75	7.0	25.0
Minnesota	15.0	7.0	20.0	10.0	7.0	20.0
Mississippi	12.5	8.5	12.0	11.5	9.0	11.0
Missouri	14.0	13.0	14.0	11.0	9.0	12.0
Nebraska	10.0	7.0	11.3	10.0	7.0	11.3
Nevada	5.8	2.85	8.65	5.75	2.85	8.65
New Jersey	11.5	9.5	14.25	9.5	7.75	12.25
New Mexico	20.0	14.0	24.0	20.0	14.0	24.0
North Carolina	- ^a	-	-	-	-	-
Ohio	10.5	6.5	12.0	9.5	6.5	12.0
Oklahoma	20.0	15.0	25.0	10.0	7.5	12.5
Pennsylvania	9.0	6.0	12.0	8.0	4.0	6.0
South Carolina	11.5	-	17.0	11.5	-	17.0
Tennessee	18.0	10.0	24.0	14.0	10.0	24.0
Texas	12.0	10.5	16.0	12.0	10.0	16.0
Virgin Islands	-	8.0	-	-	8.0	-
Virginia	18.5	10.0	18.5	8.0	8.0	13.5

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.3

THE EFFECT OF FOOD STAMP CASE CHARACTERISTICS ON QC CASE REVIEW TIME

APPENDIX TABLE B.3

THE EFFECT OF FOOD STAMP CASE CHARACTERISTICS
ON QC CASE REVIEW TIME

State	Earnings			Unearned Income			Household With 5 or More Members		
	Large ^a	Medium ^b	Small ^c	Large	Medium	Small	Large	Medium	Small
Mississippi	Y				Y		Y		
Missouri	Y					Y	Y		
Montana	Y					Y			Y
Nebraska	Y				Y			Y	
Nevada		Y			Y		Y		
New Hampshire	Y				Y		Y		
New Jersey		Y			Y			Y	
New Mexico	Y			Y			Y		
New York	Y				Y				Y
North Carolina	Y			Y			Y		
North Dakota	- ^d	-	-	-	-	-	-	-	-
Ohio		Y				Y		Y	
Oklahoma	Y					Y		Y	
Oregon		Y				Y			Y
Pennsylvania	Y				Y		Y		
Rhode Island	Y					Y	Y		
South Carolina	Y				Y		Y		
South Dakota	-	-	-	-	-	-	-	-	-
Tennessee	Y				Y		Y		
Texas	Y			Y			Y		
Utah	Y				Y		Y		
Vermont	Y				Y		Y		
Virgin Islands	Y			Y				Y	
Virginia	Y					Y		Y	
Washington		Y				Y		Y	
West Virginia	Y				Y				Y
Wisconsin	Y				Y		Y		
Wyoming	Y				Y			Y	

^a Large - Greater Than 60 Minutes.^b Medium - Between 20 and 60 Minutes.^c Small - Less Than 20 Minutes.^d Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.3

THE EFFECT OF FOOD STAMP CASE CHARACTERISTICS
ON QC CASE REVIEW TIME--Continued

State	Receipt of AFDC, Medicaid, FS			Receipt of GA and FS			Error Found in Case		
	Large ^a	Medium ^b	Small ^c	Large	Medium	Small	Large	Medium	Small
Alabama		Y				Y	Y		
Alaska			Y			Y	Y		
Arizona		Y			Y		Y		
Arkansas			Y	-	-	-	Y		
California	^d	-	-	-	-	-	-	-	-
Colorado	Y					Y	Y		
Connecticut		Y				Y	-	-	-
Delaware		Y				Y	Y		
District of Columbia		Y			Y			Y	
Florida	Y				Y			Y	
Georgia	Y					Y	Y		
Guam	-	-	-	-	-	-	Y		
Hawaii			Y		Y		Y		
Idaho		Y				Y	Y		
Illinois		Y				Y	Y		
Indiana			Y	-	-	-	Y		
Iowa			Y			Y	Y		
Kansas		Y				Y	Y		
Kentucky			Y			Y	Y		
Louisiana	-	-	-	-	-	-	Y		
Maine			Y	-	-	-	Y		
Maryland			Y			Y	Y		
Massachusetts	Y					Y	Y		
Michigan	Y					Y	Y		
Minnesota			Y		Y		Y		

^a Large - Greater Than 60 Minutes.^b Medium - Between 20 and 60 Minutes.^c Small - Less Than 20 Minutes.^d Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.3

THE EFFECT OF FOOD STAMP CASE CHARACTERISTICS
ON QC CASE REVIEW TIME--Continued

State	Receipt of AFDC, Medicaid, FS			Receipt of GA and FS			Error Found in Case		
	Large ^a	Medium ^b	Small ^c	Large	Medium	Small	Large	Medium	Small
Mississippi			Y	- ^d	-	-	Y		
Missouri		Y		-	-	-	Y		
Montana	Y				Y		Y		
Nebraska			Y			Y	Y		
Nevada		Y			Y		Y		
New Hampshire	Y				Y		Y		
New Jersey			Y		Y		Y		
New Mexico		Y			Y		Y		
New York		Y				Y	Y		
North Carolina		Y		-	-	-	Y		
North Dakota	-	-	-	-	-	-	-	-	-
Ohio			Y			Y	Y		
Oklahoma			Y			Y	Y		
Oregon		Y				Y		Y	
Pennsylvania			Y			Y		Y	
Rhode Island	Y				Y		Y		
South Carolina		Y				Y	Y		
South Dakota	-	-	-	-	-	-	-	-	-
Tennessee		Y		-	-	-	Y		
Texas	Y			-	-	-	Y		
Utah	Y					Y	Y		
Vermont		Y			Y		Y		
Virgin Islands			Y			Y		Y	
Virginia	-	-	-			Y	Y		
Washington	Y					Y		Y	
West Virginia	Y			-	-	-	Y		
Wisconsin			Y			Y	Y		
Wyoming	Y					Y	Y		

^a Large - Greater Than 60 Minutes.

^b Medium - Between 20 and 60 Minutes.

^c Small - Less Than 20 Minutes.

^d Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.3

THE EFFECT OF FOOD STAMP CASE CHARACTERISTICS
ON QC CASE REVIEW TIME--Continued

State	Remote Food Stamp Office			Remote Household			Other		
	Large ^a	Medium ^b	Small ^c	Large	Medium	Small	Large	Medium	Small
Alabama			Y		Y				
Alaska	Y			Y			Y ^d	-	-
Arizona		Y		Y					
Arkansas			Y	Y			Y		
California	-	-	-	-	-	-	-	-	-
Colorado	Y			Y			-	-	-
Connecticut			Y			Y	Y		
Delaware		Y			Y				Y
District of Columbia		Y		Y				Y	
Florida			Y			Y	Y		
Georgia	Y				Y		Y		
Guam	Y			Y				Y	
Hawaii	Y			Y				Y	
Idaho	Y			Y			-	-	-
Illinois	Y				Y		-	-	-
Indiana			Y	Y			-	-	-
Iowa		Y			Y				Y
Kansas		Y			Y		-	-	-
Kentucky		Y			Y		Y		
Louisiana			Y	Y			Y		
Maine	Y			Y			Y		
Maryland		Y			Y		Y		
Massachusetts	Y			Y			Y		
Michigan	Y			Y			-	-	-
Minnesota	Y			Y			Y		

^a Large - Greater Than 60 Minutes.

^b Medium - Between 20 and 60 Minutes.

^c Small - Less Than 20 Minutes.

^d Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.3

THE EFFECT OF FOOD STAMP CASE CHARACTERISTICS
ON QC CASE REVIEW TIME--Continued

State	Remote Food Stamp Office			Remote Household			Other		
	Large ^a	Medium ^b	Small ^c	Large	Medium	Small	Large	Medium	Small
Mississippi	Y			Y			Y		
Missouri	Y			Y			Y		
Montana		Y			Y		- ^d	-	-
Nebraska	Y				Y		Y		
Nevada	Y			Y			-	-	-
New Hampshire			Y			Y	-	-	-
New Jersey		Y			Y		Y		
New Mexico			Y	Y			-	-	-
New York		Y		Y			-	-	-
North Carolina	Y			Y			Y		
North Dakota	-	-	-	-	-	-	-	-	-
Ohio	Y			Y			Y		
Oklahoma	Y				Y		Y		
Oregon	Y			Y			-	-	-
Pennsylvania	-	-	-	Y			Y		
Rhode Island		Y			Y		-	-	-
South Carolina			Y		Y		Y		
South Dakota	-	-	-	-	-	-	-	-	-
Tennessee		Y			Y		-	-	-
Texas	Y			Y			Y		
Utah	Y				Y		Y		
Vermont		Y			Y		-	-	-
Virgin Islands			Y			Y	Y		
Virginia	Y			Y			Y		
Washington	Y			Y				Y	
West Virginia		Y		Y			-	-	-
Wisconsin			Y	Y			Y		
Wyoming		Y				Y	-	-	-

^a Large - Greater Than 60 Minutes.^b Medium - Between 20 and 60 Minutes.^c Small - Less Than 20 Minutes.^d Indicates either nonresponse or don't know.

APPENDIX TABLE B.4

CHARACTERISTICS OF QC REVIEWERS

State	Previously Worked In Welfare Department	Eligibility Worker	Supervisor	Years in Previous Position	Education Level	Reviewers' Average Salary
Alabama	Y		Y	5	College Grad	\$27,066
Alaska	Y		Y	3	Some College	36,954
Arizona	Y		Y	2	HS Grad	25,792
Arkansas	Y	Y	Y	4	College Grad	21,390
California	N			- ^a	-	-
Colorado	Y		Y	8	Some College	28,800
Connecticut	Y	Y		3	HS Grad	25,000
Delaware	Y	Y		4	Some College	21,666
District of Columbia	Y	Y		5	College Grad	30,120
Florida	Y	Y		3	College Grad	19,465
Georgia	Y	Y	Y	2	College Grad	-
Guam	Y	Y	Y	3	HS Grad	13,598
Hawaii	Y	Y		6	College Grad	20,304
Idaho	Y	Y		2	Some College	24,270
Illinois	Y	Y		8	Some College	24,300
Indiana	Y	Y		3	College Grad	-
Iowa	Y	Y	Y	5	Some College	21,086
Kansas	Y	Y		4	College Grad	23,784
Kentucky	Y	Y		10	Some College	23,499
Louisiana	Y	Y		5	College Grad	19,464
Maine	Y	Y		5	Some College	20,550
Maryland	Y	Y		8	Some College	23,179
Massachusetts	Y	Y		5	College Grad	24,674
Michigan	Y	Y		5	College Grad	28,891 ^b
Minnesota	Y	Y		5	Some College	19,968
Mississippi	Y	Y	Y	5	College Grad	-
Missouri	Y	Y		8	College Grad	19,152
Montana	Y	Y		2	HS Grad	18,801
Nebraska	Y	Y		7	Some College	19,597
Nevada	Y	Y		3	Some College	28,097

^a Indicates either non-response or don't know.^b Estimate based on average hourly wage.

CONTINUED

APPENDIX TABLE B.4

CHARACTERISTICS OF QC REVIEWERS--continued

State	Previously Worked In Welfare Department	Eligibility Worker	Supervisor	Years in Previous Position	Education Level	Reviewers' Average Salary
New Hampshire	Y	Y		5	College Grad	\$20,572
New Jersey	Y ^c			- ^a	Some College	18,113
New Mexico	Y	Y		5	Some College	25,224
New York	N			-	College Grad	25,099
North Carolina	Y		Y	8	College Grad	23,000
North Dakota	-	-	-	-	-	-
Ohio	Y	Y		5	College Grad	20,800 ^b
Oklahoma	Y	Y		5	College Grad	36,308
Oregon	Y	Y		2	HS Grad	22,404
Pennsylvania	Y	Y		-	HS Grad	27,283
Rhode Island	Y			3	College Grad	21,342
South Carolina	Y	Y		5	College Grad	20,503
South Dakota	N			-	College Grad	18,027
Tennessee	Y	Y	Y	5	College Grad	22,380
Texas	Y	Y		2	College Grad	23,628
Utah	Y	Y		-	College Grad	26,665 ^b
Vermont	Y	Y		5	College Grad	21,050
Virgin Islands	Y	Y		3	HS Grad	12,812
Virginia	Y	Y	Y	2	College Grad	18,005
Washington	Y		Y	3	Some College	25,404
West Virginia	Y	Y		7	Some College	17,565
Wisconsin	Y	Y		4	Some College	21,320 ^b
Wyoming	Y	Y		3	Some College	25,445

^a Indicates either non-response or don't know.^b Estimate based on average hourly wage.^c Typically, the previous position held by a reviewer was a social case worker.

APPENDIX TABLE B.5

QC REVIEWS
CONDUCTED PER FULL TIME EQUIVALENT (FTE), BY STATE

State	Reviewer FTEs in All Assistance Programs	Proportion of Time Allocated to Food Stamp Reviews ^a	Food Stamp FTEs	Food Stamp QC Sample Size	Food Stamp QC Reviews Conducted Per FTE
Alabama	36	100	36.00	2,410	66.94
Alaska	11	35	3.85	300	77.92
Arizona	27	64	17.28	2,400	138.89
Arkansas	18	100	18.00	1,200	66.67
California	- ^b	-	-	2,400	-
Colorado	16	55	8.80	1,348	153.18
Connecticut	27	30	8.10	1,200	148.15
Delaware	3	30	0.90	446	495.56 ^c
District of Columbia	8	100	8.00	628	78.50
Florida	29	100	29.00	2,400	82.76
Georgia	24	50	12.00	1,200	100.00
Guam	8	100	8.00	318	39.75
Hawaii	17	40	6.80	900	132.35
Idaho	10	54	5.40	751	139.07
Illinois	51	30	15.30	2,400	156.86
Indiana	60	45	27.00	1,200	44.44
Iowa	23	40	9.20	1,200	130.43
Kansas	28	40	11.20	1,088	97.14
Kentucky	48	100	48.00	1,800	37.50
Louisiana	33	65	21.45	1,200	55.94
Maine	26	100	26.00	1,060	40.77
Maryland	54	27	14.58	1,200	82.30
Massachusetts	47	27	12.69	1,200	94.56
Michigan	52	37	19.24	2,400	124.74
Mississippi	22	50	11.00	1,200	109.09
Missouri	53	50	26.50	2,400	90.57
Montana	11	50	5.50	698	126.91
Nebraska	22	100	22.00	1,500	68.18
Nevada	3	100	3.00	552	184.00
New Hampshire	16	26	4.16	468	112.50

^a 100 percent indicates that food stamp reviewers are entirely separate, therefore only their FTE's are reported.^b Indicates either non response or don't know.^c In calculating the national average, 446, the food stamp QC sample size, was used instead of the ratio shown here since reviews conducted would never exceed this sample size.

CONTINUED

APPENDIX TABLE B.5

QC REVIEWS
CONDUCTED PER FULL TIME EQUIVALENT (FTE), BY STATE--continued

State	Reviewer FTEs in All Assistance Programs	Proportion of Time Allocated to Food Stamp Reviews ^a	Food Stamp FTEs	Food Stamp QC Sample Size	Food Stamp QC Reviews Conducted Per FTE
New Jersey	26	100	26.00	2,382	91.62
New Mexico	34	50	17.00	2,400	141.18
New York	64	25	16.00	1,200	75.00
North Carolina	30	50	15.00	1,200	80.00
North Dakota	6	33	1.98	317	160.10
Ohio	60	38	22.80	1,200	52.63
Oklahoma	30	100	30.00	1,200	40.00
Oregon	21	48	10.08	2,978	295.44
Pennsylvania	48	27	12.96	1,200	92.59
Rhode Island	15	70	10.50	1,172	111.62
South Carolina	18	100	18.00	1,200	66.67
South Dakota	11	37	4.07	609	149.63
Tennessee	36	33	11.88	1,200	101.01
Texas	51	33	16.83	1,200	71.30
Utah	14	33	4.62	580	125.54
Vermont	10	35	3.50	440	125.71
Virgin Islands	16	50	8.00	300	37.50
Virginia	39	35	13.65	1,200	87.91
Washington	40	31	12.40	2,751	221.85
West Virginia	27	40	10.80	1,200	111.11
Wisconsin	34	33	11.22	2,129	189.75
Wyoming	7	45	3.15	300	95.24

^a 100 percent indicates that food stamp reviewers are entirely separate, therefore only their FTE's are reported.

APPENDIX TABLE B.6

RESPONSIBILITIES OF THE QC REVIEW UNIT OTHER THAN FOOD STAMP CASE QC REVIEW

State	Other QC Reviews				Responsibilities Apart From Conducting QC Activities	Another Unit Analyzes Data and Prepares Reports
	AFDC	Medicaid	GA	Other		
Alabama	Y					
Alaska	Y	Y			Y	
Arizona	Y	Y			Y	
Arkansas	Y	Y				Y
California	Y					Y
Colorado	Y	Y				Y
Connecticut	Y	Y			Y	Y
Delaware	Y	Y			Y	
District of Columbia	- ^a	-	-	-		Y
Florida	Y	Y				
Georgia	Y					Y
Guam	Y	Y	Y		Y	
Hawaii	Y	Y	Y			
Idaho	Y	Y			Y	Y
Illinois	Y	Y				Y
Indiana	Y	Y				
Iowa	Y	Y				
Kansas	Y	Y	Y			
Kentucky	Y	Y				Y
Louisiana	Y	Y		Y		
Maine	Y	Y			Y	
Maryland	Y	Y	Y			Y
Massachusetts	Y	Y	Y		Y	Y
Michigan	Y	Y				
Minnesota	Y	Y			Y	Y
Mississippi	Y					Y
Missouri	Y	Y				
Montana	Y	Y	Y		Y	
Nebraska	Y	Y			Y	
Nevada	Y	Y				

^a Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.6

RESPONSIBILITIES OF THE QC REVIEW UNIT OTHER THAN FOOD STAMP CASE QC REVIEW--continued

State	Other QC Reviews				Responsibilities Apart From Conducting QC Activities	Another Unit Analyzes Data and Prepares Reports
	AFDC	Medicaid	GA	Other		
New Hampshire	Y	Y				
New Jersey	Y	Y	Y			Y
New Mexico	Y	Y				
New York	Y	Y	Y		Y	
North Carolina	Y				Y	
North Dakota	- ^a	-	-	-	-	-
Ohio	Y	Y				
Oklahoma	Y	Y				
Oregon	Y	Y			Y	
Pennsylvania	Y	Y	Y		Y	
Rhode Island	Y	Y				Y
South Carolina	Y	Y				
South Dakota	Y	Y				
Tennessee	Y	Y				Y
Texas	Y	Y			Y	
Utah	Y	Y	Y		Y	
Vermont	Y	Y		Y	Y	
Virgin Islands	Y			Y		Y
Virginia	Y	Y				Y
Washington	Y				Y	Y
West Virginia	Y	Y		Y		
Wisconsin	Y	Y				
Wyoming	Y	Y			Y	

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.7

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF THE NORMAL QC REVIEW PROCESS, BY STATE

State	Identify Error-Prone Case Categories			Identify Error-Prone Workers Or Groups of Workers			Identify Error-Prone Offices		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
Alabama	Y					Y	Y		
Alaska	Y					Y	Y		
Arizona	Y					Y	Y		
Arkansas	Y			Y			Y		
California		Y		- ^a	-	-	-	-	-
Colorado		Y			Y			Y	
Connecticut		Y				Y	Y		
Delaware	Y					Y		Y	
District of Columbia	Y					Y	Y		
Florida	Y			Y			Y		
Georgia		Y				Y	Y		
Guam	Y			Y			Y		
Hawaii		Y			Y		Y		
Idaho		Y		Y			Y		
Illinois	Y					Y		Y	
Indiana	Y				Y		Y		
Iowa		Y			Y			Y	
Kansas		Y			Y		Y		
Kentucky		Y		Y			Y		
Louisiana	Y					Y		Y	
Maine	Y				Y		Y		
Maryland	Y					Y	Y		
Massachusetts		Y				Y		Y	
Michigan	Y					Y		Y	
Minnesota	Y					Y	Y		
Mississippi	Y			Y			Y		
Missouri	Y			Y			Y		
Montana	Y			Y			Y		
Nebraska	Y					Y		Y	
Nevada	Y					Y	Y		

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.7

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF THE NORMAL QC REVIEW PROCESS, BY STATE--Continued

State	Identify Error-Prone Case Categories			Identify Error-Prone Workers Or Groups of Workers			Identify Error-Prone Offices		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
New Hampshire	Y					Y	Y		
New Jersey	Y				Y			Y	
New Mexico	Y					Y	Y		
New York	Y				Y			Y	
North Carolina	Y				Y				Y
North Dakota						Y			
Ohio	Y					Y		Y	
Oklahoma	Y					Y	Y		
Oregon		Y				Y		Y	
Pennsylvania		Y				Y	Y		
Rhode Island	Y			Y			Y		
South Carolina	Y				Y		Y		
South Dakota		Y		- ^a	-	-			Y
Tennessee	Y					Y	Y		
Texas		Y				Y			Y
Utah	Y					Y	Y		
Vermont	Y					Y	Y		
Virgin Islands	Y					Y	Y		
Virginia	Y				Y		Y		
Washington	Y					Y	Y		
West Virginia	Y					Y	Y		
Wisconsin	Y					Y	Y		
Wyoming		Y		Y			Y		

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.7

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF THE NORMAL QC REVIEW PROCESS, BY STATE---Continued

State	Describe the Food Stamp Caseload			Project Caseload Size or Characteristics In Future Periods			Evaluate Changes in Food Stamp Policy or Administrative Operations		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
Alabama		Y			Y				Y
Alaska	Y			Y			Y		
Arizona		Y		Y			Y		
Arkansas		Y			Y		Y		
California	- ^a	-	-	-	-	-	-	-	-
Colorado	Y			Y			Y		
Connecticut	Y					Y	Y		
Delaware	Y					Y			Y
District of Columbia		Y			Y		Y		
Florida	Y					Y	Y		
Georgia	Y					Y	Y		
Guam		Y				Y			Y
Hawaii		Y		Y			Y		
Idaho			Y	Y			Y		
Illinois		Y			Y		Y		
Indiana			Y			Y	Y		
Iowa			Y	Y				Y	
Kansas		Y			Y		Y		
Kentucky	Y			Y			Y		
Louisiana		Y			Y				Y
Maine		Y				Y	Y		
Maryland	Y				Y			Y	
Massachusetts	Y				Y		Y		
Michigan	Y					Y		Y	
Minnesota		Y			Y			Y	
Mississippi		Y			Y			Y	
Missouri			Y	Y					
Montana	Y			Y			Y		
Nebraska		Y				Y		Y	
Nevada			Y	Y			Y		

^a Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.7

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF THE NORMAL QC REVIEW PROCESS, BY STATE--Continued

State	Describe the Food Stamp Caseload			Project Caseload Size or Characteristics In Future Periods			Evaluate Changes in Food Stamp Policy or Administrative Operations		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
New Hampshire		Y		Y				Y	
New Jersey	Y			Y			Y		
New Mexico		Y				Y		Y	
New York	Y				Y		Y		
North Carolina	Y			Y				Y	
North Dakota					Y				
Ohio		Y			Y				Y
Oklahoma	Y					Y			Y
Oregon		Y		Y					Y
Pennsylvania			Y			Y	Y		
Rhode Island		Y				Y		Y	
South Carolina	Y					Y	Y		
South Dakota			Y			Y			Y
Tennessee		Y		Y					Y
Texas	Y				Y		Y		
Utah		Y				Y		Y	
Vermont	Y					Y	Y		
Virgin Islands			Y			Y			Y
Virginia	Y					Y	Y		
Washington	Y			Y					Y
West Virginia		Y		Y				Y	
Wisconsin	Y			Y				Y	
Wyoming		Y			Y		Y		

CONTINUED

APPENDIX TABLE B.7

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF THE NORMAL QC REVIEW PROCESS, BY STATE--Continued

State	Project the Expected Effect of Changing Policy or Procedures			Other Analysis		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
Alabama			Y			
Alaska		Y				
Arizona		Y				
Arkansas		Y		Y		
California	- ^a	-	-	-	-	-
Colorado	Y					
Connecticut		Y			Y	
Delaware			Y			
District of Columbia		Y		Y		
Florida	Y					
Georgia			Y			
Guam			Y			
Hawaii			Y			
Idaho	Y			Y		
Illinois		Y				
Indiana			Y			
Iowa		Y				
Kansas	Y					
Kentucky	Y			Y		
Louisiana			Y			
Maine	Y					
Maryland		Y				
Massachusetts	Y					
Michigan		Y				
Minnesota		Y			Y	
Mississippi		Y				
Missouri						
Montana	Y					
Nebraska			Y			
Nevada	Y					

^a Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.7

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF THE NORMAL QC REVIEW PROCESS, BY STATE--Continued

State	Project the Expected Effect of Changing Policy or Procedures			Other Analysis		
	Routine	Occasionally	Rare	Routine	Occasionally	Rare
New Hampshire			Y			
New Jersey		Y				
New Mexico		Y				
New York		Y				
North Carolina			Y			Y
North Dakota						
Ohio			Y			
Oklahoma			Y			
Oregon			Y			
Pennsylvania		Y				
Rhode Island		Y				
South Carolina		Y				
South Dakota			Y			
Tennessee			Y			
Texas	Y			Y		
Utah		Y				
Vermont	Y					
Virgin Islands			Y			
Virginia	Y					
Washington			Y			Y
West Virginia			Y			
Wisconsin			Y			
Wyoming	Y					

APPENDIX TABLE B.8

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF SPECIAL REVIEWS, BY STATE

State	Identify Error-Prone Case Categories			Identify Error-Prone Workers Or Groups of Workers			Identify Error-Prone Offices		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
Alabama	Y					Y		Y	
Alaska	- ^a	-	-	-	-	-	-	-	-
Arizona	-	-	-	-	-	-	-	-	-
Arkansas	Y			Y			Y		
California	-	-	-	-	-	-	-	-	-
Colorado	Y				Y		Y		
Connecticut	-	-	-	-	-	-	-	-	-
Delaware	Y			Y			Y		
District of Columbia	-	-	-	-	-	-	-	-	-
Florida	-	-	-	-	-	-	-	-	-
Georgia	-	-	-	-	-	-	-	-	-
Guam	-	-	-	-	-		-	-	-
Hawaii	Y					Y	Y		
Idaho	-	-	-	-	-	-	-		-
Illinois	Y			Y				Y	
Indiana	Y			Y	Y				
Iowa	-	-	-	-	-	-	-	-	-
Kansas	Y			Y			Y		
Kentucky	-	-	-	-	-	-	-	-	-
Louisiana	-	-	-	-	-	-	-	-	-
Maine	-	-	-	-	-	-	-	-	-
Maryland		Y			Y			Y	
Massachusetts	Y			Y			Y		
Michigan	-	-	-	-	-	-	-	-	-
Minnesota	Y			Y			Y		
Mississippi	-	-	-	-	-	-	-	-	-
Missouri	-	-	-	-	-	-	-	-	-
Montana	Y			Y			Y		
Nebraska	Y				Y			Y	
Nevada	-	-	-	-	-	-	-	-	-

^a Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.8

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF SPECIAL REVIEWS, BY STATE--Continued

State	Identify Error-Prone Case Categories			Identify Error-Prone Workers Or Groups of Workers			Identify Error-Prone Offices		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
New Hampshire	-	-	-	-	-	-	-	-	-
New Jersey	Y			Y			Y		
New Mexico	- ^a	-	-	-	-	-	-	-	-
New York	Y				Y			Y	
North Carolina		Y		Y			Y		
North Dakota	-	-	-	-	-	-	-	-	-
Ohio	-	-	-	-	-	-	-	-	-
Oklahoma	-	-	-	-	-	-	-	-	-
Oregon		Y				Y		Y	
Pennsylvania	Y			Y					Y
Rhode Island	-	-	-	-	-	-	-	-	-
South Carolina	-	-	-	-	-	-	-	-	-
South Dakota		Y				Y		Y	
Tennessee	-	-	-	-	-	-	-	-	-
Texas		Y				Y			Y
Utah		Y				Y		Y	
Vermont	-	-	-	-	-	-	-	-	-
Virgin Islands	-	-	-	-	-	-	-	-	-
Virginia	Y				Y		Y		
Washington	-	-	-	-	-	-	-	-	-
West Virginia	-	-	-	-	-	-	-	-	-
Wisconsin	Y				Y		Y		
Wyoming		Y			Y		Y		

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.8

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF SPECIAL REVIEWS, BY STATE--Continued

State	Describe the Food Stamp Caseload			Project Caseload Size or Characteristics In Future Periods			Evaluate Changes in Food Stamp Policy or Administrative Operations		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
Alabama		Y			Y		Y		
Alaska	a	-	-	-	-	-	-	-	-
Arizona	-	-	-	-	-	-	-	-	-
Arkansas			Y			Y			Y
California	-	-	-	-	-	-	-	-	-
Colorado		Y				Y		Y	
Connecticut	-	-	-	-	-	-	-	-	-
Delaware		Y				Y			Y
District of Columbia	-	-	-	-	-	-	-	-	-
Florida	-	-	-	-	-	-	-	-	-
Georgia	-	-	-	-	-	-	-	-	-
Guam	-	-	-	-	-	-	-	-	-
Hawaii			Y			Y		Y	
Idaho	-	-	-	-	-	-	-	-	-
Illinois			Y			Y		Y	
Indiana			Y			Y			Y
Iowa	-	-	-	-	-	-	-	-	-
Kansas		Y			Y			Y	
Kentucky	-	-	-	-	-	-	-	-	-
Louisiana	-	-	-	-	-	-	-	-	-
Maine	-	-	-	-	-	-	-	-	-
Maryland		Y				Y			Y
Massachusetts		Y				Y		Y	
Michigan	-	-	-	-	-	-	-	-	-
Minnesota		Y			Y			Y	
Mississippi	-	-	-	-	-	-	-	-	-
Missouri	-	-	-	-	-	-	-	-	-
Montana	Y			Y			Y		
Nebraska			Y		Y		Y		
Nevada	-	-	-	-	-	-	-	-	-

a Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.8

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF SPECIAL REVIEWS, BY STATE--Continued

State	Describe the Food Stamp Caseload			Project Caseload Size or Characteristics in Future Periods			Evaluate Changes in Food Stamp Policy or Administrative Operations		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
New Hampshire	-	-	-	-	-	-	-	-	-
New Jersey			Y			Y			Y
New Mexico	- ^a	-	-	-	-	-	-	-	-
New York	Y				Y			Y	
North Carolina	Y					Y		Y	
North Dakota	-	-	-	-	-	-	-	-	-
Ohio	-	-	-	-	-	-	-	-	-
Oklahoma	-	-	-	-	-	-	-	-	-
Oregon		Y		Y					Y
Pennsylvania			Y			Y		Y	
Rhode Island	-	-	-	-	-	-	-	-	-
South Carolina	-	-	-	-	-	-	-	-	-
South Dakota		Y				Y			Y
Tennessee	-	-	-	-	-	-	-	-	-
Texas		Y				Y		Y	
Utah		Y				Y			Y
Vermont	-	-	-	-	-	-	-	-	-
Virgin Islands	-	-	-	-	-	-	-	-	-
Virginia			Y			Y	Y		
Washington	-	-	-	-	-	-	-	-	-
West Virginia	-	-	-	-	-	-	-	-	-
Wisconsin	Y					Y			Y
Wyoming			Y			Y		Y	

^a Indicates either non-response or don't know.

CONTINUED

APPENDIX TABLE B.8

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF SPECIAL REVIEWS, BY STATE--Continued

State	Project the Expected Effect of Changing Policy or Procedures			Other Analysis		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
Alabama			Y			
Alaska	- ^a	-	-	-	-	-
Arizona	-	-	-	-	-	-
Arkansas			Y			
California	-	-	-	-	-	-
Colorado			Y			
Connecticut	-	-	-	-	-	-
Delaware			Y			
District of Columbia	-	-	-	-	-	-
Florida	-	-	-	-	-	-
Georgia	-	-	-	-	-	-
Guam	-	-	-	-	-	-
Hawaii		Y				
Idaho	-	-	-	-	-	-
Illinois		Y				
Indiana			Y			
Iowa	-	-	-	-	-	-
Kansas		Y				
Kentucky	-	-	-	-	-	-
Louisiana	-	-	-	-	-	-
Maine	-	-	-	-	-	-
Maryland		Y				
Massachusetts		Y				
Michigan	-	-	-	-	-	-
Minnesota		Y		Y		
Mississippi	-	-	-	-	-	-
Missouri	-	-	-	-	-	-
Montana	Y			Y		
Nebraska	Y					
Nevada	-	-	-	-	-	-

^a Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.8

ANALYSES CONDUCTED WITH THE DATA COLLECTED AS PART OF SPECIAL REVIEWS, BY STATE--Continued

State	Project the Expected Effect of Changing Policy or Procedures			Other Analysis		
	Routine	Occasionally	Rare/Never	Routine	Occasionally	Rare/Never
New Hampshire	- ^a	-	-	-	-	-
New Jersey			Y	Y		
New Mexico	-	-	-	-	-	-
New York		Y				
North Carolina		Y			Y	
North Dakota	-	-	-	-	-	-
Ohio	-	-	-	-	-	-
Oklahoma	-	-	-	-	-	-
Oregon			Y			
Pennsylvania		Y			Y	
Rhode Island	-	-	-	-	-	-
South Carolina	-	-	-	-	-	-
South Dakota			Y			Y
Tennessee	-	-	-	-	-	-
Texas		Y				Y
Utah			Y			
Vermont	-	-	-	-	-	-
Virgin Islands	-	-	-	-	-	-
Virginia		Y				
Washington	-	-	-	-	-	-
West Virginia	-	-	-	-	-	-
Wisconsin			Y			
Wyoming			Y			

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.9

USE OF ANALYSIS SOFTWARE MADE AVAILABLE BY FNS

State	Used to Analyze QC Data?	Used to Carry Out Error Prone Analysis?
Alabama	Y	Y
Alaska	Y	Y
Arizona	Y	Y
Arkansas	N	
California	Y	N
Colorado	N	
Connecticut	N	
Delaware	Y	Y
District of Columbia	Y	Y
Florida	Y	Y
Georgia	Y	N
Guam	N	
Hawaii	Y	Y
Idaho	Y	Y
Illinois	Y	N
Indiana	N	
Iowa	Y	N
Kansas	Y	Y
Kentucky	Y	Y
Louisiana	Y	Y
Maine	Y	Y
Maryland	Y	Y
Massachusetts	Y	N
Michigan	N	
Minnesota	N	
Mississippi	Y	Y
Missouri	Y	Y
Montana	N	
Nebraska	Y	Y
Nevada	N	

CONTINUED

APPENDIX TABLE B.9

USE OF ANALYSIS SOFTWARE MADE AVAILABLE BY FNS--continued

State	Used to Analyze QC Data?	Used to Carry Out Error Prone Analysis?
New Hampshire	N	
New Jersey	Y	Y
New Mexico	Y	Y
New York	Y	Y
North Carolina	Y	Y
North Dakota	- ^a	-
Ohio	Y	Y
Oklahoma	Y	Y
Oregon	N	
Pennsylvania	Y	Y
Rhode Island	Y	Y
South Carolina	N	
South Dakota	Y	Y
Tennessee	Y	Y
Texas	N	
Utah	N	
Vermont	Y	Y
Virgin Islands	Y	Y
Virginia	Y	Y
Washington	Y	Y
West Virginia	Y	Y
Wisconsin	N	
Wyoming	Y	Y

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.10

LOCAL OFFICE NOTIFICATION OF AND PREPARATION FOR THE QC REVIEW

State	Are Local Offices Notified of the Pending Review?	What Kind of Notification?			Do Local Offices Prepare for the Review...		
		Date of Visit	Identify Cases for Review	Ask that Case Files be Sent	Before Reviewer Arrives?	After Reviewer Arrives?	How do they Prepare?
Alabama	Y	X	X	X		X	Pull case file and mail in
Alaska	Y	X	X	X	X		Pull case file
Arizona	Y		X	X	X		Pull case file and mail in
Arkansas	Y		X	X	- ^a	-	Pull case file and mail in
California	-	-	-	-	-	-	-
Colorado	Y		X	X	X		Pull and review case file
Connecticut	Y	X	X		X		Pull case file
Delaware	Y		X	X	X		Pull case file and mail in
District of Columbia	Y		X		X		Pull case file
Florida	Y		X	X	X		Pull case file
Georgia	Y	X	X	X	X	X	Pull case file, mail or have ready for reviewer
Guam	Y		X		X		Pull case file
Hawaii	Y	X	X	X	X		Supervisor reviews case file, mail in
Idaho	Y		X	X	X		Pull case file and mail in
Illinois	Y	X	X		X	X	Pull case file, set aside work space
Indiana	Y	X	X		X		Pull case file, assemble case material
Iowa	N						
Kansas	Y	X	X	X	X		Pull case file, assemble case material
Kentucky	Y		X	X	X		Pull case file, assemble case material, mail in
Louisiana	Y			X	X		Pull case file and mail in
Maine	Y	X	X		X		Pull case file
Maryland	Y	X		X	X		Pull case file and mail in
Massachusetts	N						
Michigan	N						
Minnesota	Y	-	-	-		X	-
Mississippi	Y		X			X	Pull case file
Missouri	N						
Montana	Y		X	X	X		Pull case file and mail in
Nebraska	Y	X	X	X	X		Pull case file, assemble case material, mail or have ready for reviewer

^a Indicates either nonresponse or don't know.

CONTINUED

APPENDIX TABLE B.10

LOCAL OFFICE NOTIFICATION OF AND PREPARATION FOR THE QC REVIEW--Continued

State	Are Local Offices Notified of the Pending Review?	What Kind of Notification?			Do Local Offices Prepare for the Review...		
		Date of Visit	Identify Cases for Review	Ask that Case Files be Sent	Before Reviewer Arrives?	After Reviewer Arrives?	How do they Prepare?
Nevada	Y		X	X	X		Pull case file, assemble case material, make copy of file, mail in
New Hampshire	Y	X	X	X	X		Pull case file, make copy of input document
New Jersey	Y	X				X	Pull case file
New Mexico	Y	X	X	X	X		Pull case file, assemble case material
New York	Y	X	X		X		Pull case file
North Carolina	Y	X	X		X		Pull case file, furnish reviewers with desks
North Dakota	- ^a	-	-	-	-	-	-
Ohio	Y	X	X		X		Pull case file
Oklahoma	Y		X	X	X		Pull case file, mail in or have ready for reviewer
Oregon	Y	X	X	X	X		Pull case file, mail in or have ready for reviewer
Pennsylvania	Y		X	X	X		Pull case file and mail in
Rhode Island	Y		X	X	X		Pull case file and mail in
South Carolina	Y	X			X		Pull case file
South Dakota	Y	X		X	X		Pull case file, mail in or have ready for reviewer
Tennessee	Y		X	X	-	-	Pull case file and mail in
Texas	Y	X	X		X		Pull case file and mail in
Utah	Y		X	X	X		Pull case file and mail in
Vermont	N						
Virgin Islands	Y		X		X		Pull case file
Virginia	Y		X	X	X		Pull case file and mail in
Washington	Y	X	X	X	X		Pull case file, assemble case material, mail in
West Virginia	Y	X	X		X		Pull case file
Wisconsin	Y	X	X		X		Pull case file
Wyoming	Y		X	X	X		Pull and update case file, assemble case material, mail in

^a Indicates either nonresponse or don't know.

APPENDIX TABLE B.11

WHO ANSWERS POLICY-RELATED QUESTIONS IN THE ERROR DETERMINATION PROCESS

State	Review Supervisor	Policy Specialist	Other
Alabama	X	X	
Alaska		X	
Arizona		X	FNS regional office QC staff
Arkansas	X	X	
California			Program staff/Central Office
Colorado		X	
Connecticut		X	
Delaware	X		
District of Columbia	X		
Florida	X		QC program supervisor
Georgia	X		
Guam			Bureau chief
Hawaii	X		
Idaho		X	QC program supervisor
Illinois	X	X	Second level supervisor
Indiana	X	X	
Iowa	X		
Kansas	X	X	
Kentucky	X		
Louisiana	X		
Maine	X	X	
Maryland		X	
Massachusetts	X		QC assistant director
Michigan	X	X	Second line supervisor, director of QA, director of QC audits
Minnesota	X	X	State supervisor
Mississippi	X	X	
Missouri	X		
Montana	X	X	
Nebraska	X	X	
Nevada	X		

CONTINUED

APPENDIX TABLE B.11

WHO ANSWERS POLICY-RELATED QUESTIONS IN THE ERROR DETERMINATION PROCESS--Continued

State	Review Supervisor	Policy Specialist	Other
New Hampshire	X		Program Chief
New Jersey	X		
New Mexico	X		
New York		X	
North Carolina			Chief QC coordinator
North Dakota	- ^a	-	-
Ohio	X	X	District office policy specialist
Oklahoma	X		
Oregon	X	X	
Pennsylvania		X	
Rhode Island	X		
South Carolina	X	X	Regional office QC staff
South Dakota	X	X	
Tennessee	X		
Texas	X		
Utah	X	X	
Vermont		X	
Virgin Islands	X		Higher level supervisors
Virginia	X	X	
Washington		X	
West Virginia	X		
Wisconsin	X		
Wyoming	X	X	

^aIndicates nonresponse.

APPENDIX TABLE B.12

INTERNAL REVIEWS OF THE INITIAL ERROR DETERMINATION

	Which Cases Are Subject to Review?				Who Conducts the Review?						Conducted Before/After		Hours Required
	All Cases	Random Sample of Each Reviewer's Case	All Cases With Errors	All Cases Without Errors	Reviewer Supervisor	QC Division Director	Review Committee	Policy Specialist	Local Office	Other	Before	After	to Conduct an Internal Re-Review?
Alabama	X				X		X	X	X		X		2.0
Alaska		X			X	X	X	X	X		X		0.5
Arizona			X		X	X	X		Peer group		X		1.5
Arkansas	X				X		X	X			X		3.0
California	- ^a	-	-	-	-	-	-	-	-	-	-	-	-
Colorado		X	X		X	X	X	X	X		X		0.25
Connecticut	X		X				X		X			0.5	
Delaware			X		X	X		X	X	Regional supervisor	X		6.0
D.C.	-	-	-	-	-	-	-	-	-	-	-	-	-
Florida		X	X		X				QC program supervisor		X		-
Georgia	X		X		X			X		Error cases-Upper level supervisor	X		2.0
Guam	X				X				X			1.0	
Hawaii			X		X			X	X		X		0.75
Idaho			X		X			X	X	QC monitor	X		1.50 ^b
Illinois	X				X		X			Error panel	X		-
Indiana	X				X	X			X			3.5	
Iowa	X				X				Assistant director		X		0.25
Kansas	X		X		X	X		X			X		1.5
Kentucky	X				X	X	X		X			0.5	
Louisiana		X	X		X			X	X	Error Cases--4 Tier review	X		2.0

^a Indicates either nonresponse or don't know.

^b Estimate for a case with an error; non-error cases were noted to require significantly less time.

CONTINUED

APPENDIX TABLE B.12

INTERNAL REVIEWS OF THE INITIAL ERROR DETERMINATION--Continued

State	Which Cases Are Subject to Review?					Who Conducts the Review?						Conducted Before/After Hours Required		
	All Cases	Random Sample of Each Reviewer's Case	All Cases With Errors	All Cases Without Errors	Reviewer Supervisor	QC Division Director	Review Committee	Policy Specialist	Local Office	Other		Transmission to FNS?	to Conduct an Internal Re-Review?	
Maine	X				X	X		X				X		0.5
Maryland			X		X		X	X	X			X		3.5
Massachusetts	X		X	X	X	X		X	X	Legal representatives		X		0.66
Michigan	X					X	X	X		X			-	
Minnesota	X				X	X	X	X				X		1.25 ^b
Mississippi	X		X		X	X	X			X			8.0	
Missouri	X		X		X	X		X		Second level supervisor		X		1.5
Montana	X				X			X	X			X		1.0
Nebraska	X				X			X	X	Corrective Action Coordinator ^c		X		1.0
Nevada		X	X			X				X			0.1	
New Hampshire			X		X	X	X	X				X		1.0
New Jersey	X		X		X					Administrative supervisor		X		1.0
New Mexico	X				X	X	X	X				X		2.0
New York		X	X			X				X			0.33	
North Carolina			X	X	X			X		Chief QC coordinator		X		1.0
North Dakota	- ^a	-	-	-	-	-	-	-	-	-		-	-	-
Ohio	X				X			X	X			X		2.0
Oklahoma			X		X	X				X			1.0	
Oregon	X				X					X			0.1	
Pennsylvania			X		X			X		Program Support Unit		X		1.2

^a Indicates either nonresponse or don't know.^b Estimate for a case with an error; non-error cases were noted to require significantly less time.^c The office administrator is involved with error cases.

CONTINUED

APPENDIX TABLE B.12

INTERNAL REVIEWS OF THE INITIAL ERROR DETERMINATION--Continued

State	Which Cases Are Subject to Review?				Who Conducts the Review?						Conducted Before/After Hours Required		
	All Cases	Random Sample of Each Reviewer's Case	All Cases With Errors	All Cases Without Errors	Reviewer Supervisor	QC Division Director	Review Committee	Policy Specialist	Local Office	Other	Transmission to FNS?	to Conduct an Internal Re-Review?	Re-Review?
Rhode Island	X		X		X			X		Supervisor - Corrective Action Unit	X		2.0 ^b
South Carolina	X			X						Program area assistant directors	X		2.5
South Dakota		X	X		X			X		X		2.0	
Tennessee	X		X		X	X	X			X		0.33	
Texas				X	X		X			X		3.5	
Utah	X				X	X	X	X		X Corrective Action Coordinator	X		-
Vermont		X	X		X	X		X		X Policy and Planning Division ^d	X		5.7
Virgin Islands	X				X	X				Bureau Chief	X		2.0
Virginia			X							Central office QC specialist	X		0.75
Washington	X				X					X		0.30	
West Virginia		X	X		X	X				X		1.0	
Wisconsin		X	X		X					X		1.0	
Wyoming	X		X		X	X		X		X	X		0.25

^b Estimate for a case with an error, non-error cases were noted to require significantly less time.

^d The division director, training director, program director, and commissioner of Income Maintenance are also involved in the re-review.